



100% HUMAN
AT WORK 

EXPERIMENTS COLLECTION

AUSTRALIA AND NEW ZEALAND 2019

**100% HUMAN
AT WORK** 

ChapmanCG

IGNITEGLOBAL

We'd like to thank all the companies and organisations that have taken the time to contribute to this collection, with particular thanks to ChapmanCG and Ignite Global whose support made the collection possible.



We'd also like to thank EY and Virgin for their ongoing support as cornerstone partners.

WHY 100% HUMAN AT WORK?

THE FUTURE OF WORK IS 100% HUMAN

We believe the time has come for business to start thinking of people as human beings and not as resources. Moving away from maximising profits and profitability to focus on how we can help people achieve their highest potential and purpose – which will naturally positively impact the bottom line.

With this concept and using the UN Principles for Business and Human Rights as a basic standard, The B Team and Virgin Unite launched and incubated the 100% Human at Work Initiative.

The world of work is transforming at a faster rate than ever before and is the subject of intense debate around the likely impacts on jobs, workers, wages, and society. This will affect everything from gender parity to social mobility and global inequality, and we are already seeing this starting to impact most economies and societies.

The purpose of 100% Human at Work is to be an independent collective of organisations and leaders who can shape, test and scale action to create a better future of work.

We aim to lead the conversation, encourage collaboration and innovation, set the benchmark and facilitate learning. To put it simply, the purpose of this initiative is:

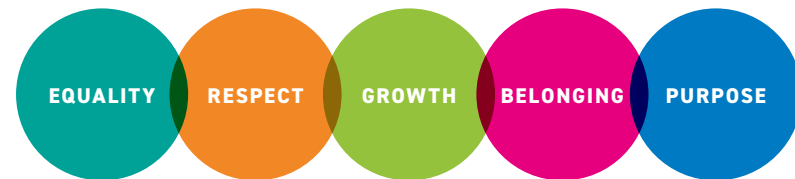
‘To catalyse a 100% Human future of work to serve humanity and the planet.’

We’ve brought together a rapidly expanding network of companies who are passionate about redefining and changing work for good.

This collection of Experiments is our third edition and is specifically focused on experiments with new ways of working taking place in companies in Australia and New Zealand. The organisations featured are innovating and testing amazing new ideas to make their workplaces more human.

We hope this inspires you to try new things and to explore new ways of working within your own organization.

Our 100% Human at Work values:



CONTENTS

MENTAL HEALTH & WELLBEING

100% HUMAN
AT WORK 



MENTAL HEALTH AND WELLBEING AT TRAVELEX: SYSTEMIC AND PERSONALISED SUPPORT

At Travellex, we asked our colleagues to what extent they felt supported at work in terms of their mental health and wellbeing. Whilst 78% of colleagues told us they felt supported, when 22% told us that more could be done to support them it was clear that we needed to take action.

We recognised that we need to have a “prehab” as opposed to a “rehab” approach to mental health support for our colleagues, ensuring they have the support they need before a mental health or wellbeing crisis occurs.

The World Health Organization states that one in four people in the world will be affected by mental or neurological health issues at some point in their lives, with around 450 million people currently living with such conditions, placing mental health among the leading causes of ill-health and disability worldwide.

This means that it is of vital importance for Travellex to be providing systemic and structured support to colleagues globally, whilst ensuring that all colleagues’ support plans are tailored to them.

Our wellbeing action plan toolkit is completed by the line manager and the colleague, ensuring that both parties have a practical understanding of the practicalities of their support needs.

The plan prompts discussion by asking questions including:

- What can your manager do to proactively support you to stay mentally healthy at work?
- Are there any early warning signs that we might notice when you are starting to experience poor mental health?

- If we notice early warning signs that you are experiencing poor mental health – what should we do?

This living document can then be updated as the colleague's wellbeing needs evolve. It also means that in the event of a line manager change, the colleagues support needs are already documented, minimising disruption during transition.

Our wellbeing strategy is also underpinned by our people leaders undertaking mental health first aid training, launching mental health support training for people leaders and a global cohort of mental health champions to act as front-line support to colleagues when they need someone to talk to.

By empowering colleagues to ask for support for their wellbeing and mental health, we can create a culture that enables colleagues to build the Travellex of the future, whilst ensuring everyone has the support to feel their best both in and out of work. We will be resurveying our colleagues to measure the impact of our initiatives in the coming months.



RAVENSDOWN AND MCNAUGHTON & WILLS

THE RESILIENCE GENIE

Ravensdown – New Zealand Agricultural
Co-operative (700 employees)

McNaughton & Wills – Supporting
people and organisations to grow from
times of challenge (10 employees)

The Challenge

The world is shifting and changing at a pace that is faster than ever before. Workplaces are realising that their people need tools and strategies to cope, adapt and thrive in an increasingly complex and uncertain environment.

Ravensdown could see that the pressure on their customer-facing staff was increasing, largely as a result of the changing world of agriculture and the need to help farmers with the strain of shifting weather patterns, legislation and public perception.

The Solution

Ravensdown weren't looking for best practice, they were looking for 'next practice' for strengthening resilience, wellbeing and performance – something that would help set their teams up for the current and future challenges in the industry. They looked at several providers, but the innovative Resilience Genie really struck a chord for them. The Resilience Genie is a set of methods that supports wellbeing and resilience in the workforce. The Resilience Genie is designed by a cognitive psychologist and disaster practitioners at McNaughton & Wills who bring together global research and years of experience supporting the wellbeing of teams working in the toughest circumstances. The methods have been tested under the ultimate conditions of prolonged stress and uncertainty.

Ravensdown commissioned McNaughton & Wills to co-design resilience and wellbeing training for their people – the Resilience Genie is a really popular part of the training when advice gets real and practical. It has really helped their teams put practices in place for themselves so that they're in a good space to be effective in their role and effective in their life as at Ravensdown – there is an appreciation that life doesn't revolve purely around work.

The Results

Ravensdown have rolled the Resilience Genie program across their 160 frontline staff. There's now the desire to widen the program across the business, tailoring to those employee needs. The results have been very positive so far. The summary of feedback has highlighted learning in how to approach difficult conversations, the ability to openly share frustrations and ideas and a greater understanding of how to proactively manage wellbeing and support teammates. There is a sense of relief that everyone has the permission to talk openly about these things with one another.

With so many application-based support options in the wellbeing space, the uniqueness of the Resilience Genie being a physical tool has been positively received. Especially with digital overload being so common, employees can choose to switch off digitally and have the Resilience Genie deck of 100 cards with them as a useful tool – something they can physically share with others to initiate conversations, and something they can take away with them and come back to. It creates a consistent message throughout the entire field team, including managers, and enables good conversations when someone is showing signs of stress or being under pressure.

The Resilience Genie and the training fit well with Ravensdown's commitment to a positive employee experience. Ravensdown recognise their employees have pressures beyond the job and they don't want to add to that. Working at Ravensdown is often likened to being part of a family. They want work to be part of their employee's life, not to overtake it!



"I carry them everywhere with me in my bag so they're at hand when I need them. Don't we all need a Genie?"

Ravensdown team member



VIRGIN AUSTRALIA

CREATING A MENTALLY HEALTHY WORKPLACE

The issue

Focusing on the mental health and wellbeing of employees is no longer a 'nice to do'; it is now one of the most important issues relating to employee productivity in Australia today.

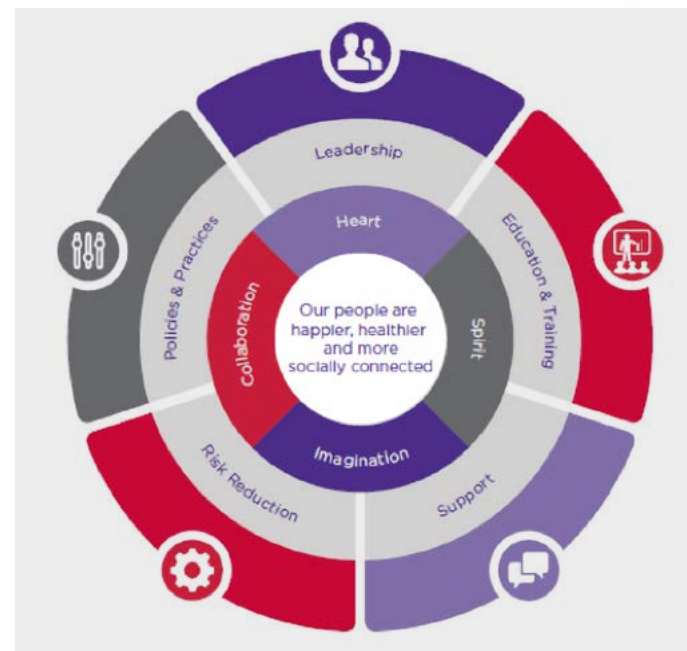
A recent PricewaterhouseCoopers report identified that ignoring mental health was costing Australian businesses \$10.9 Billion per year in lost productivity. And, with poor mental health likely to impact one in five employees, taking action can result in profound impacts. PricewaterhouseCoopers also discovered that, on average across all businesses, for every \$1 invested on mental health initiatives there's a return of \$2.30.

The approach

We launched a health and wellbeing program called Better Me to not only ensure our people would be safe and healthy when at work, but to help improve their lives simply by being a part of the Virgin Australia Group.

Being a diverse organisation, with team members located in Australia and New Zealand, we utilised online and app-based technology to engage our people, act as a platform to share resources, run physical activity challenges and competitions, and even provide access to free flu vaccinations for all team members.

Whilst the aim of the Better Me program was to cover all elements of wellbeing, a key focus was on promoting and supporting positive mental health. Below are some of the initiatives implemented.



Mental health strategy

Working with our community partner, Black Dog Institute, we reviewed how we were working with our people to promote positive mental health, prevent the onset of mental illness, and support those who may be experiencing it.

We developed a mental health strategy to help track our progress and to allow us to continue to improve the way we approached mental health in the workplace.

Our vision was to help our people become happier, healthier and more socially-connected, underpinned by our company values; heart, spirit, imagination and collaboration. Our goal was to achieve this through the delivery of the broad strategic objectives on the outer layer of our framework.

Mental health first aid training

We introduced mental health first aid training for 40 team members from our People and Injury Management teams. The aim for the training was to ensure they were best placed to support team members who may be developing a mental health problem or experiencing a mental health crisis.

Care Crew

We launched a peer support program, Care Crew, made up of a group of volunteer team members who were identifiable to others by a pin worn on their uniform. The Care Crew, who in addition to having an understanding of the challenges of airline roles, were trained to provide initial support and direct team members in need to other support services.

Healthy Minds training

More than 350 people with leadership responsibilities, from front line leaders to members of the senior leadership team, also completed a one-day mental health education program. The course provided

participants with a greater awareness of mental health in Australia as well as our workplace, and provided practical tips and information about supporting someone who has disclosed they have a mental illness.

On-site coaching and counselling

In partnership with our Employee Assistance Program provider, we trialled an on-site coaching and counselling program in one of our airport locations, which resulted in a 50 per cent increase in EAP utilisation over a three-month period.

Lived experience speakers

In partnership with our community partners, we also delivered a number of lived experience roadshows across our airports in Australia and New Zealand to help reduce stigma and encourage help-seeking behaviours.

Mindfulness and meditation

We partnered with Smiling Mind, a web and app-based meditation program developed by psychologists, to introduce mindfulness and meditation content on the Better Me platform. We also ran a trial of yoga and meditation sessions for team members based in head office.

The results

In the 12 months since the launch of the Better Me program, more than a third of our team members based in Australia and New Zealand were actively using the online platform or app. We witnessed a significant shift in culture and help-seeking behaviour, and we also saw people engagement grow by seven per cent to a result that was 15 per cent higher than the Australian and New Zealand peer set.

As a business and an employer, managing mental health helped us:

- reduce staff absenteeism and working days lost each year
- increase productivity
- create a mentally safe and healthy work place
- observe work health and safety laws, requiring employers to take reasonable steps to make their workplaces mentally safe and healthy.

Moving forward our aim is to continue implementing best practice interventions, introduce new initiatives where we see opportunities to improve, and continue to make a positive impact on the lives of our team members.



EMPLOYEE ACTION & INVOLVEMENT





BUNZL

BUNZL GAMES – A UNIQUE AND TRANSPARENT INTERNAL COMMUNICATIONS STRATEGY

Why did Bunzl look at its internal communications strategy?

Bunzl operates multiple lines of business in four countries and they felt they needed something that would make the businesses and geographies feel more connected. They had also had feedback from an employee opinion survey that many employees did not see career development opportunities within the organisation, nor did they understand what was happening in the broader business.

The HR Director for Australasia began to source ideas from her team and the wider business and they came up with an internal communications strategy.

What does this strategy consist of?

Initially this strategy was called Bunzl Games, as it was done in the lead up to the Olympics. They created an Olympic type flag representing the lines of business and each business had a team mascot.

They got everyone excited about this initiative and began to report the results of the Bunzl games using an autoplay on the televisions in each location's lunch rooms.

Then they developed a standard deck of information to show along with the results of the games. This is updated every two weeks and includes:

- New employees
- Promotions
- Employee recognition
- Day, week and quarterly financial results
- Safety messages

- Messages about employee benefits
- One-off messages from within the business

How has this initiative humanised the workplace or helped staff bring their whole selves to work?

The initial strategy was so successful that Bunzl has expanded it. Now they have quarterly themes. Last quarter it was 'giving back', where each location chose a community giving project and the top contributions were given Gold, Silver and Bronze medals. Almost every branch participated.

The company has always had a family / community feel to it, this initiative has widened the circle so that the various branches feel more connected to each other, regardless of the country or region they are in.

Branches are now beginning to support each other. If one geography is affected by a natural disaster the others band together to help them out.

It was also a big step for the company to share financial results with all levels of staff and the staff have responded really well. They are much more aware when results are down and work together to get them back up. Everyone celebrates and feels proud when results are up. This has helped people feel like they are a team with a common goal.

The results

The results have been stunning. In Australia employee turnover has been reduced from 24% to just 10%, with a few branches being at 9%.

Even more importantly, LTI (lost time due to injury) has been reduced by an incredible 90%.



ACCOR

HEARTIST: THE HEART AND ART OF HUMAN CONNECTION



Back in 2012, Accor set out their original ambition to fundamentally redefine service. In a sector operating in a sea of sameness, they wanted to make service about people. Not about tasks and checklists, but about human connection. So Accor worked with Human to create Peopleology by Accor to align, upskill and empower their people to create meaningful and authentic guest experiences.

In 2017, five years on, Accor's ambition was even stronger.

They no longer simply sought to help guests feel welcome, they wanted to do this for their people too. Not only because it is the right thing to do, but also because companies in the top half of team engagement have 86% higher customer metrics (Gallup, 2016). They wanted to move from simply knowing that their people mattered, but really putting profit and process first, to showing that it's about people and putting people first.

They worked with their global colleagues to align their culture of human connection, established under Peopleology, under a unique global brand: Heartist by Accor - a combination of heart - being generous and coming from the heart - and artists, because at Accor they are experts in service.

Heartist is now the foundation of their entire organisational culture - a critical driver of 'employee experience'. Built on scientific research, Heartist has four interdependent principles, to help people feel welcome and valued.

Heartist was developed collaboratively, being co-designed by team members, leaders and Human, and was rolled out to every single one of their team members in mid-2018. Now it's their culture. They are all Heartists.

Program Overview

The Heartist Program includes:

The Heartist Principles

Four interdependent Heartist principles drive decisions and behaviours and are the foundation for the whole learning program.

The Book of Heartist

Accor's 120pp book has two front covers. One starts with the story of how Heartist and human connection creates a better future for its people. The other tells the story of how Heartist creates a better future for their guests. The two stories meet in the middle, with the Heartist principles and how they are lived out for their people and their guests.

Every single team member gets their own personal copy of the Heartist book, whether you're the COO or the newest apprentice in maintenance.

The Learning Program

Whole day leadership immersion programs trained hundreds of people leaders in Heartist. Their leaders were then equipped to cascade the learnings to their teams, and thousands of Accor team members came together in small groups, from Auckland to Adelaide and Nadi to Newcastle, to learn the art and heart of human connection. Bespoke videos, activities, unique training materials, worksheets and more brought the program to life.

Thank you cards

Gratitude is the circuit breaker of human connection. Thank you cards were created to make it easy to show how much employees appreciate others.

Heartist Graduation Certificate and Commitments

Every Heartist receives their own graduation certificate and makes their personal commitment in their commitment cards.

Making a difference to people and performance

Across Accor they have long believed that when their people are engaged, their guests are happier. However they now have statistics to prove it. Between 2016 and 2017, 60.6% of their hotels reported a positive correlation between EES (Employee Engagement Score) and RPS (Reputation Performance Score), which is the average of Guest Satisfaction Surveys and 'overall experience' online ratings by guests.

Whilst they know that there are many variables impacting their guest experience, they now have evidence that their employees are the single most powerful driver of RPS, by sector contributing up to 35% of the RPS score. Regardless of hotel status or level of luxury, it is consistently human connection that drives their business success.

With ten million guests and customers coming through Accor hotels and lounges every day, it is trusting, training and educating their people to create human connection at the highest level that has made the difference.

With every single team member immersed in a half day training in the art of human connection, and with over 10,000 team members now trained in Heartist, their guest obsession is set to reach even greater heights.



HERBERT SMITH FREEHILLS

BECOMING #FUTUREFIT

Herbert Smith Freehills commenced its **#FutureFit** program in August 2018, involving employees to ensure HSF is set-up for the future and can continue to evolve, adapt and thrive in a changing world of work.

The program was borne from a recognition that the world is changing, in terms of client's businesses, technology's influence over the way people work, and the changing expectations of employees and clients. Starting with an intensive period of **crowd sourcing organisational design** within the organisation, the program created lots of new ways for people across the business to ideate and design new initiatives.

A wide range of solutions emerged that increase humanity and community within the organisation, and change how the firm engages beyond it.

HSF set out to understand and design its workplace for the future, prioritising three key questions:

- What does the value proposition for its people need to be?
- What experience will its clients be seeking?
- How should they optimise the way they work and create value?

To answer these questions a platform was created that felt owned by people in the business, taking a bottom up rather than top down approach, inviting people in and creating many ways to get involved.



Their approach empowered people, maximising participation and energy to tap into the wisdom of the crowd. Positioning the program within the business rather than within the leadership group, the role of leaders was to hold the space, get oxygen to emerging ideas, get roadblocks out of the way of progress, protect experimentation and potential failure, celebrate contributions and tell the stories of success. Leaders needed to resist the urge to push people from the top to be involved, and hold their nerve through periods of silence.

The result was something that felt disruptive and different – everyone learned a lot about what was important to different people, and commitment was built around the solutions that emerged as people worked on them together.



HSF has implemented many changes and continues to experiment. Some of the changes include:

- Establishing a mental health network
- Introducing an on-site psychologist
- Launching **Pathways**, a career development initiative which focuses on enabling people to better understand the capabilities they can build at HSF for a range of different career paths both within and outside the firm.
- Establishing a reverse mentoring programme, where junior employees are matched with senior leaders to share new perspectives, enrich communication across levels throughout the business and build new skills.
- Innovation 10 – a global initiative that provides everyone with 10 days per year to work on innovation projects for the firm.

One particular initiative that has increased humanity within the organisation is **Conversations**, which seeks to describe the conversations that need to be had to support people to thrive. Through #FutureFit, HSF uncovered that what's important to people is the relationships they form that enable them to develop and perform at their best. The Conversations initiative replaces and goes well beyond the traditional performance review, prioritising relationships – one conversation at a time. The initiative provides a framework, support and practical tools that build capability for having regular, meaningful conversations and sharing strengths-based feedback with a focus on the person in front of you, not just the task at hand.

HSF acknowledges that while it is implementing all these new initiatives, the field of play continues to change. Through the #FutureFit work, new capabilities and methodologies to co-create have been established and there is greater belief that everyone at HSF holds the pen in designing the future.





ATLASSIAN EMBRACING CORPORATE SOCIAL RESPONSIBILITY

Embracing corporate social responsibility

We are also open with our position on issues as a business. In April 2019, Atlassian made a public commitment to power our direct operations on 100% renewable energy by 2025 and outlined a [corporate social responsibility strategy](#). This very much builds on the ethos that Co-CEOs Mike and Scott embedded from the earliest stages of Atlassian – a company that does the right thing and gives back through Atlassian’s work on diversity and inclusion and via our Foundation.

We know that businesses are increasingly becoming more central to the communities they reside in, with employees like ours looking to their workplace for action on certain issues. Through our CSR program, we’re focusing on what’s right for our customers, employees, communities, and the planet. Many Atlassians are passionate about CSR issues – with a huge focus on climate change in particular. Building on the employee engagement strategy established by our Atlassian Foundation team, we’re working to push beyond traditional “Green Teams” and blender bikes (though

we aren’t ruling those out, everyone loves a green smoothie!) to create a grassroots, employee-driven “CSR Champions” network. This network, united by a global quarterly theme, will identify local activism and volunteering opportunities for Atlassians, host educational events (like film screenings) that welcome in the community, and run projects in our offices to change employee behaviour and reduce our environmental footprint.

We’ve worked hard to be open about our successes, and even our failures, both inside and outside of Atlassian. For instance, in 2017, we acknowledged that we did not achieve our diversity and inclusion goals – and shared our roadmap for how we would get back on track. We were also the first tech company (to our knowledge) to share age breakdown data on our employees as part of our annual Diversity Report. We believe that by openly sharing what’s working and where we missed the mark can help other companies embrace transparency, too – ultimately building a more open and balanced tech industry.





LIGHT WARRIOR GROUP CULTURE PLANS

Since its inception, Light Warrior has focused on investing into businesses and driving them to raise their 'consciousness' – focusing on all of their stakeholders (team members, investors, customers, suppliers, the environment and society broadly) rather than simply pursuing profit.

Each business that Light Warrior invests into has different requirements and needs, and Light Warrior's approach to assisting each one is varied. One commonality, however, is that Light Warrior consistently asks its investee companies to develop a culture plan, with input from team members.

In many cases, Light Warrior has found that leaders within its portfolio companies just assume that culture 'happens' – they understand the significance of culture to the performance of a business, but don't plan to improve it in the same way as they manage financial metrics.

Light Warrior assists portfolio companies to develop and implement a culture plan. This is just as important as the business and financial plan, and sets out how the organization will uphold its values

In almost all cases, the values and strategies that companies select are consistent with B Team Future of Work principles, such as developing team members and ensuring that dignity and respect is at the forefront of each and every interaction with stakeholders.

1. What made Light Warrior decide to embark on this initiative?

Light Warrior and its team members have a strong view that companies that consider all stakeholders – not just shareholders but their team members, customers, suppliers, the community and the environment – are simply better businesses. Its concept of 'culture plans' is focused on reinforcing this point, broadening the board-level thinking of businesses to be beyond only the financial plan.

2. How does it help to humanise the workplace or help employees bring their whole selves to work?

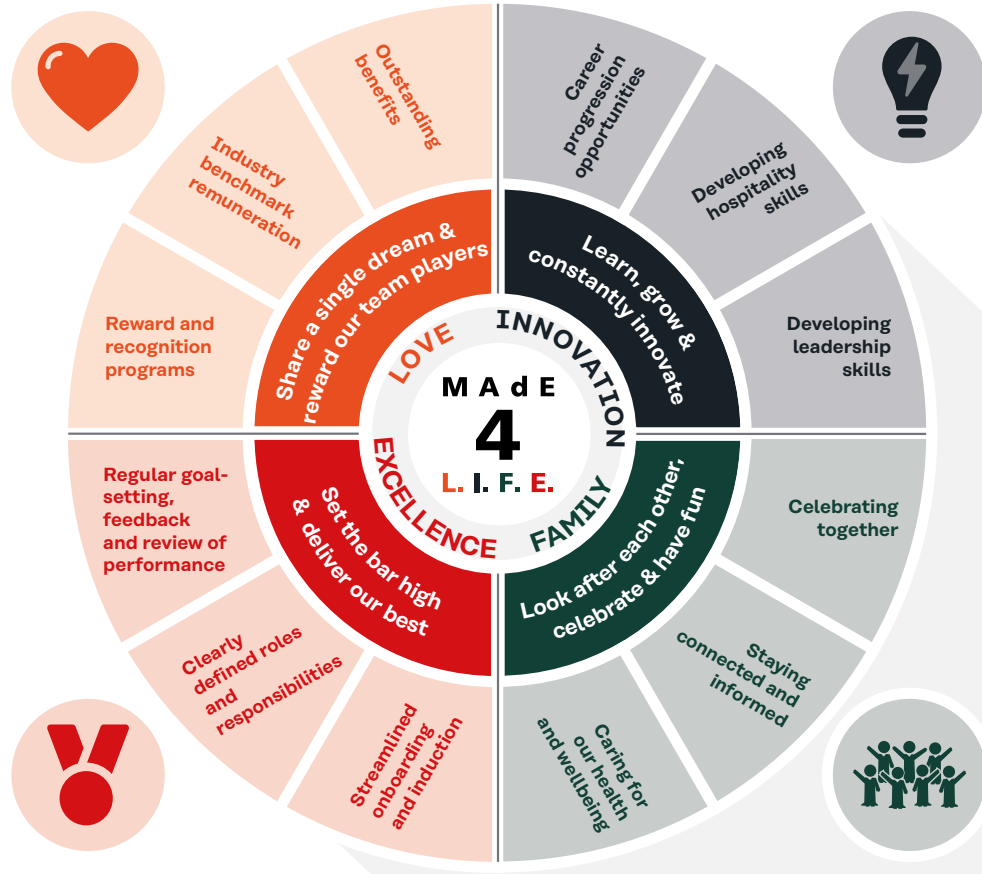
The culture plans are developed with the input of team members, not set by management in a top-down way. Team members feel part of the culture and mission of the company. Culture plans developed by Light Warrior's portfolio companies in the past have focused on maximising the wellbeing of team members through defining training, career progression and plans, roles and responsibilities and how the company can act as a 'family'.

3. What are the results?

Team members at Light Warrior's portfolio companies consistently report extremely high levels of engagement and a sense of pride in their employer. Swisse Wellness, one of their past portfolio companies, for example, was consistently voted Australia's Employer of Choice.

An example top level 'Culture Plan' is opposite:

AS AN ORGANISATION, WE
UPHOLD A COMMITMENT TO
OUR VALUES THROUGH:



CHAMPIONING DIVERSITY, INCLUSION & **BELONGING**

100% HUMAN
AT WORK 



BUPA BE YOU AT BUPA

At Bupa, we are focused on creating a workplace where everyone can bring their whole selves to work. Over the past two years we have actively focused on how we can be a more inclusive organisation. The establishment of our employee Pride and The Way Forward networks have been a significant step towards understanding what matters most to our people. These networks have elevated the voice of our people regarding LGBTIQ and accessibility matters, to shape and change existing and future policies.

The impacts within a short time have been powerful and varied. For example, removing gender restrictions on our people ordering uniforms will support our people to dress and come to work as the person they are. Our current head office refurbishment is using Design for Dignity Guidelines, ensuring all our office floors have automatic doors to remove accessibility barriers for our people.

We're committed to supporting our people to be themselves at work and through our Be You At Bupa storytelling initiative, we're celebrating our people internally and externally by sharing their story of what makes them who they are. To read more about our amazing people see our series of stories on [Bupa Media](#).

Creating a place where our people can truly be themselves requires visible support and an active focus. We want to continue to support our people to shape our workplace to be a place where everyone loves to work.

As you enter our office everyone is met with the message:

EVERYONE'S WELCOME

At Bupa your wellbeing, identity and story is respected and valued.

We celebrate diversity and embrace our differences so we can bring our true selves to work.

Be you at Bupa.



QBE INSURANCE GROUP LIMITED

QBE CHAMPIONS OF CHANGE

Looking to accelerate our progress in building a culture of inclusion, we set out to engage our senior leaders as champions for change within our business, with a mandate to lead more inclusively and become powerful role models and influencers.

We designed some high impact **symbols of change** focused on shifting the culture on three areas:

1. Enhancing communication that diversity and inclusion matters

We designed a new way of communicating – what we call *D&I Learning Bites* – aimed at increasing awareness and understanding, among our 12,000 people around the world, of our D&I policy, how we support fairness, equality and respect for others and what our people need to do to really live the cultural values encapsulated in our QBE DNA.

These five minute, bite-sized nuggets can be accessed easily by employees and are proving to be a highly effective engagement tool. They depict typical day-to-day scenarios in the workplace and speak to personal accountability for inclusion within our teams and the role we can all play in creating a respectful workplace:

- **“It’s safe to be me”** – understanding difference and creating a culture of inclusion
- **“Knowing myself”** – understanding our own behaviour (biases we carry)
- **“Standing by others”** – the importance of being an ally and speaking up for others
- **“Speaking up”** – building confidence and awareness on raising issues safely

Each module is available in multiple languages and comes with a Leader Guide to encourage conversations among teams. At the completion of the ‘bite’, employees are asked to respond to two questions (like a pulse check).

The insights we get from these responses are helping us to continue to improve the employee experience and provide valuable data for our senior leaders – after all, what gets measured gets done. We continue to promote these bites every time we are communicating a D&I message or initiative.



2. Strengthening accountability by engaging our top 50 leaders to step up as QBE Champions of Change

In 2018, our Group CEO Pat Regan became a [Male Champion of Change](#). Through this group, Pat and other leaders work as an influential coalition, stepping up beside women to achieve change on gender equality in organisations and communities.

We decided to adopt a similar model within QBE and enlisted our top 50 senior leaders (both men and women) to come together as our very own *QBE Champions of Change* cohort committed not only to gender equality, but diversity and inclusion more broadly.



As part of the kick-off activation workshop, we asked them what they needed to make them better champions within the business, and their feedback was insightful:

- *Knowing how to share the story of D&I in QBE*
- *Increased self-awareness via 360-feedback or type of self-assessment*
- *Knowing more about how they can be inclusive leaders*
- *Linking incentives to inclusive behaviour*
- *A way for leaders to support each other with real-time feedback on behaviours*

Based on this feedback, we were able to develop tools to specifically focus on supporting them in two ways:

- Self awareness – helping them understand what their leadership style is, offering them assessments/360 feedback and development plans
- Tools for them to engage their teams and role model inclusion – equipping them to run focus groups to listen, learn and uncover barriers to inclusion/issues that they can address and improve.

“I am proud of our continued commitment to diversity and inclusion.

This is essential to our ability to embed our cultural attributes across the business. It is fundamental to who we are and how we operate.”

PAT REGAN, GROUP CEO



They are brought together every few months to participate in 90 minute skill building workshops that discuss topics and share what works and what is challenging across a variety of areas, including:

- the merit trap and how people are appointed (being mindful of bias)
- leadership shadow and how it plays out in living the QBE DNA
- what they need to do to address backlash (or pushback) within day to day situations
- lived experience of their success in working flexibly and challenges in enabling flexibility

Our Champions developed and signed up to their own *QBE Champions of Change Pledge* which outlines expectations of themselves, and they proudly communicated their commitments to all employees across QBE.

Pleasingly, many senior leaders have stepped up to share their views and personal stories at team meetings, employee network events and via Yammer (internal social media platform), covering topics relating to LGBTI inclusion, mental health and wellbeing, balance of work and personal responsibilities, understanding of differences and many others. Talent review discussions have improved and many have also begun proactively mentoring and sponsoring talent.

3. Normalising flexibility across the organisation through Flex@QBE

Flex@QBE is designed to accelerate how we modernise our ways of working to deliver on what we know our current and future employees are looking for. It is a set of principles which outline a number of elements that are offered to support us all in the way we work, and outline how employees can increase their engagement, collaboration and productivity whilst also prioritising what matters to them personally.

Our *QBE Champions of Change* play a key role in visibly supporting flexible ways of working, speaking about it and ensuring there's an openness to finding ways to modernise how we work. We are also coaching all our leaders as part of their performance management conversations to ask employees “*What is ‘one simple thing’ that would enable you to improve your work-life quality?*”.

Our engagement survey continues to see improved results in how we are supporting a more flexible workplace culture and we continue to evaluate our employee experience. We have many more people now leveraging *Flex Time*, *Flex Tools*, *Flex Dress and Flex Benefits*, and in Australia we recently launched Shared Care parental leave, with flexibility in the way leave is accessed for men and women, in addition to the inclusion of surrogacy and permanent placement foster care.

What it covers	How we position this
Flex Location	from working across boundaries in global teams to activity-based working, we #mixitup with work locations. We trust our people to focus on performance and outputs and the value we all create.
Flex Time	flexible schedules, flexible start or finish times, part-time work, job sharing and flexible leave (study, purchased leave, floating religious holidays and volunteer leave – local policies set out more detail based on local regulations).
Flex Tools	collaboration and social tools across teams and timezones – chat platforms, video conferencing and social media platforms i.e. Microsoft Teams, Skype, Yammer, SharePoint, Mobile Workday and more.
Flex Dress	dress appropriately for your day, whether this is in business attire or business casual. We have the flexibility to “Dress for our Day” (<i>With additional guidance provided in local policies</i>).
Flex Think	because we’re all unique and bring different perspectives, we’re open to new thinking and fresh ideas to fuel innovation and drive change.
Flex Benefits	a variety of local benefits including leave support for carers, discounted insurance products, gym memberships, health & wellbeing programs and more.



SYMMETRA BUILDING A MORE ETHICAL CULTURE THROUGH INCLUSION

By Heather Price,
Symmetra CEO

The public's trust in many industries is at a low point. The World Banking Commission's findings, reporting widespread cultural failings and misconduct within the financial services industry, followed by the Royal Banking Commission in Australia has contributed to less than one in five (20%) Australians stating that they believe banks can be trusted (as found in Deloitte's survey of over 2000 customers for its 2018 Trust Index).

To address this problem all roads point to culture. Why does culture, as opposed to governance, systems, controls or incentives, play such an important role? The answer is that to actually have people behave in an ethical way is really quite difficult, even with all these other things in place. To understand why this is so, we need to look a bit into the psychology of ethics.

Ethical Blindness



Culture needs to continually remind us that ethics is important, otherwise we will make ethical blunders without realising it



How we take ethical action

There are several steps people need to go through in order to take ethical action.

Step 1: Having an awareness of ethical components in a decision. The first step in moral behaviour requires individuals to have an awareness that there are ethical components or ethical ramifications to a decision they're about to make. This is often in and of itself a very big problem as there is a common human tendency to fade out or blur consciousness of the ethical components of a problem, particularly if it stands in the way of the objectives that we want to achieve.

Step 2: Reaching a sound ethical judgement or decision.

Let's say we are aware of the ethical components in an impending decision, the next step is to reach a sound ethical judgement. A range of ethical traps can prevent us from managing this, including obedience to authority (the tendency to accept the rationalisation of someone in authority over us, even if we feel something is amiss), slippery slope (the tendency to fail to notice the gradual erosion of other's ethical standards as long as each violation is only incrementally more serious than the preceding one) and bystander effects (the tendency to diffuse responsibility when many parties are involved and to wait for someone else to deal with it).

Step 3: Ethical intent. We then have to translate our ethical judgement into ethical intent, meaning we have to decide that our ethical objectives and ethical values will take precedence over all the other values. In other words, being honest, or trustworthy, or having integrity is going to take precedence over wealth, fame, success, or achieving our KPIs.

Step 4: Taking ethical action. After all this, we finally have to translate ethical intent into ethical action. Quite often we will know what the right thing to do is, but because of the context or situation we don't have the courage to follow through and take the ethical action that's in line with our ethical intent.

The importance of culture

At any point this four step process can break down, which is why it is both hard to train someone to make an ethical decision, and explains how 'good people do bad things'. Here is where culture can play a really important role in keeping us on track, prompting and reminding us that ethics is important, when designed to operate in such a way that will help us work through each of the four steps effectively.

So what does an ethical culture look like?

The Financial Stability Board identified the key drivers of misconduct in its [Toolkit for Firms and Supervisors for Strengthening Governance Frameworks to Mitigate Misconduct Risk](#), grouping them under the categories of leadership, decision making and behavioural norms.

Symmetra analysed this list of behaviours, and through comparison with its own model, which defines [the 10 competencies that constitute inclusive behaviour in the 21st century](#), identified that **more than half of the behaviours listed by the Financial Stability Board are explicitly related to inclusive leadership and inclusive behaviours**. This includes behaviours such as leveraging diversity of thought, creating psychological safety to express divergent views, creating constructive conflict, adopting a learning mindset, being curious and open to new ideas, counteracting bias and group think, and many others.



Symmetra therefore argues that an ethical culture will manifest many inclusive behaviours, and urges integrity and inclusion teams in organisations to work closely together.

There's a wide range of research that evidences this link. Of course Symmetra is not saying that certain diverse groups are better at making ethically sound decisions. Rather, research shows that having diversity of thought in teams leads to more ethical decisions than those decisions made by homogeneous groups, with diverse teams having more robust debates and coming better prepared to listen, argue and counteract group think (where groups influence their members to all align their thinking without sufficient questioning or challenge). So for all these reasons the broader range of perspectives diverse groups bring enables organisations to reach better solutions to ethical problems, which is highly beneficial for organisations.

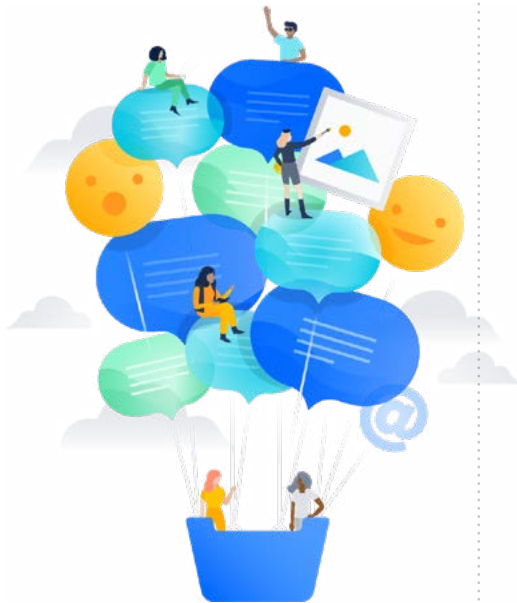
Real world examples can also testify to the link between inclusive behaviours and ethical cultures. [Ethisphere](#), which votes into its membership the most ethical companies in the world, has found that in the last five years the companies they've voted in have had a better gender balance than Fortune 1,000 companies. In PwC's [2018 Corporate Directors Survey](#), 84% of directors said their boards were performing better when they had become more diverse. [A study undertaken in the UK](#) involving over 900,000 companies showed similar results, with gender balanced boards resulting in better risk management, and companies with at least one female on the board 20% less likely to go bankrupt.

For Symmetra, whilst ethics training should not be dismissed, the key to embedding a more ethical culture is building inclusive leadership capability, which will permeate across the whole organisation. When you build leaders' skills, knowledge and awareness so they behave in a more inclusive manner, they understand that they have to take into account the interests, motivations and contributions of others (employees, shareholders and customers) not just themselves when making decisions. Inclusion is thus the antithesis of greed and self-interest, which can so often lead to unethical behaviour.



ATLASSIAN

THE POWER OF OPEN WORK



Atlassian believes all teams can do amazing things when they work open. Open is our core belief, and it's what helps us deliver on not only our promise to customers, but to our own people.

The power of Open work

Atlassian's whole business revolves around the idea that teamwork is best when communication, transparency, and collaboration are embedded into everything we do. We fundamentally believe that all teams have the potential to do amazing things when work is open.

As an Atlassian, you have access to any team's work and space on Confluence, our collaboration wiki/documentation tool. Want to see what a team is working on, or how our leaders are tracking their team's objectives and key results? Check out their project plans. It's not common practice to lock down pages in Confluence. We want everyone to feel like they have skin in the game and contribute where they think they can provide value and new ideas.

Beyond that, Atlassians use Confluence to blog about their work and experiences; we're adamant about creating an environment that's all about sharing and having critical conversations. Although many blogs are about company-specific things like new product features or team changes, they also often veer into personal territory. In the past few years we've had Atlassians blog about actions they're taking personally to combat climate change, openly discuss their mental illnesses and how that's affected them in the workplace, and even shared stories of loss. Blogs are also a way to build belonging in the workplace – such as a recent post, “How not to f@#k up with your trans teammates.”

A public term sheet

We've adopted an open mindset across every aspect of our business, including the way we 'do business' externally. It's part of the reason why we opened up our term sheet to the public.

Mergers and acquisitions are a key part of our strategy – over our history, we've acquired more than 20 companies for approximately \$1 billion, including Trello, Opsgenie, and AgileCraft. And one thing has become very clear to us about the M&A process: It's outdated, inefficient, and unnecessarily combative, with too much time and energy spent negotiating deal terms and not enough on what matters most – building great products together and delivering more customer value.

One-sided terms are introduced at the outset of the M&A process and require a disproportionate amount of time and goodwill to resolve. This needlessly introduces friction and mistrust, making the far more important task – getting our people and products to work well together – more challenging. We knew there had to be a better way.

In an effort to reduce this unnecessary friction and increase trust we crafted a new M&A term sheet and made it public. To our knowledge, we are the first company to do this. [The Atlassian Term Sheet](#) is more favourable to selling companies than any we've seen among strategic acquirers in technology.

It's guided by our research and includes explanations to make our approach more understandable. We've done this because we want to be fair to our future team members and we don't want to spend energy and goodwill on things that almost never matter. And we believe that by being fair and transparent, we can make the M&A process more efficient, human, and aligned with why we acquire companies (and the incredible founders and teams behind them) in the first place.

CENTRE FOR INCLUSIVE DESIGN

HOW TO ENSURE INCLUSIVE DESIGN IN THE WORKPLACE

Our communities are diverse – we live in different places, with different circumstances. We are old, young, live with disability and difficulties, and speak multiple languages; we are diverse individuals and communities. However, goods and services, public places and workspaces are often designed as if we are all the same. People that have difficulty accessing and/or using products and services – edge users – are often not included in the design process. Although it is a challenge to design something that is accessible and user-friendly for everyone, an inclusive design approach that has edge users in mind can reach and benefit up to four times the size of the intended audience.

In the workplace diversity is important, but even more so is inclusion. While it is a moral and legal obligation for organisations to be equal opportunity employers, designing for inclusion also opens the door to a wider recruitment pool. Employees within an inclusive workplace can benefit from the diverse talent, experience and views, which results in higher employee retention. However, an inclusive workplace is just as much about providing a safe and accommodating space as well as hiring people from diverse backgrounds – a space that reflects the culture and values of staff allows them to perform at their best.

At Centre for Inclusive Design, we have been working with organisations to think about the framework used for children in the inclusive playgrounds movement in Australia – in the workplace this corresponds to inclusive recruitment, inclusive interviewing, and inclusion and attachment at work. It's based on three simple questions – can I get there, can I play there and can I stay there? (that is how do I feel, is it safe, am I having fun etc).

We recently conducted a large project with a government agency working through inclusive design methodology, turning theory to practice. This was a real experiment in harnessing the power of the people in the room to think about recruitment challenges



in their own workplace – to see things differently. We found that 3-4 times more ideas and unique solutions came out of facilitating a process where teams listened to the people who were missing out, imagined exclusion and then generated ways of being more inclusive. The by products were that it was fun, and people felt they were contributing to their workplace and society as a result. The major benefit of the experiment was the engagement in the process, and the key barriers were breaking the bias of the culture. The next steps now are to see how the workshops transform into action.

Our recently released report, [*'The Benefit of Designing for Everyone'*](#) found that implementing inclusive design can lead to financial, economic and social benefits. The Inclusive Design Research Centre (IDRC) has developed three dimensions to inclusive design that we find particularly useful:

1. Recognise diversity and uniqueness

Inclusive design considers the rich diversity of each unique individual. Most people stray from the 'norm' at some point(s) in their needs and this means a 'one size fits all' approach doesn't work well. Inclusive design does not mean we should be creating separate, specialised or segregated solutions as this is usually unsustainable. We need flexible and adaptable systems that can cater for the diversity of individuals and maintain the values of self-determination and self-knowledge.

2. Using inclusive processes and tools

Inclusive design teams need to represent the diversity they are designing for, including individuals with lived experience of being on the 'edge' or an 'extreme user'. This includes hiring inclusively, to promote diverse participation and perspectives within organisational processes and the design of products and services. How do we hear from those people in our organisation who are not like us? What do we privilege in our culture?

3. Aiming for the broadest beneficial impact

Inclusive designers need to be aware of the context and broader impact of any design, and strive to affect a beneficial impact beyond the intended beneficiary of the design. This means making sure workplaces not only invite diverse opinions but have the tools and supports so that diverse needs are met.

Everyone can benefit from inclusively designed products and services, not only those who are experiencing difficulty. Inclusive design is one way to help address the gap faced by the new industrial revolution, how we can create jobs and workplaces we want to be in and how we can have edge user communities, who are currently unable to access or use products and services, be able to work at their full potential. The inclusive design approach can be implemented by all organisations, championed and promoted by government, and demanded by everyone at work. Value creation and inclusion do not have to be conflicting goals, they can work together for the benefit of all.

It is time to lose the 'one size fits all' of today, and gain the 'design for one, and extend to many' that is tomorrow. Our workforce will be better for it.



About Centre for Inclusive Design

Centre for Inclusive Design is a social enterprise that helps government, educators, business and community organisations design and deliver products, services and experiences that are accessible and usable by as many people as possible. As Australia's inclusive design centre for excellence, Centre for Inclusive Design's mission is to champion Inclusive Design, to reduce disadvantage and increase participation and possibility for everyone. Centre for Inclusive Design works with corporates, startups, education, government and super-connected individuals to demonstrate the value of Inclusive Design in a way that is relevant, usable and valuable to its clients.



AURECON THE WORLD'S FIRST VISUAL CONTRACT FOR ALL STAFF LEVELS

Free from legal jargon, Aurecon's visual contracts resemble a comic strip and are a world first for a global company for all levels of staff.

Why did Aurecon choose to do the visual contracts?

Businesses and employees alike feel that meaningful employee engagement is lacking across many industries and companies. Aurecon was determined to change this by considering the customer and employee experience through the same lens.

One of the first projects identified to improve employee experience was the design of a visual contract. The first thing employees receive upon joining a company is their contract, and most are written in complicated legalese and are hard to understand. As a company full of human centred designers, Aurecon was keen to change this.

In Aurecon's Visual Employment Contract, more than 4,000 words were eliminated and illustrations used to explain concepts and improve readers' understanding. To re-design the contracts Aurecon assembled a multi-disciplinary team and partnered with a visual contracting specialist – Professor Camilla Andersen from the University of Western Australia. Concepts and drawings were developed in design workshops, with each iteration tested and tweaked.

The contracts set the tone of what Aurecon expects from employees, but also what they can expect from Aurecon. They bring to life two Aurecon Principles – *Make the complex simple* and *Be playful with serious intent* – and in so doing seek to build a good relationship with employees and create the right culture for the business from the outset.

How does this initiative humanise the workplace or help staff bring their whole selves to work?

Aurecon wanted something different – something to reflect who they are as a company and how they are unique and innovative. They wanted to make their contracts accessible to everyone so they didn't feel they had to get a lawyer to understand it.

They wanted to make it more human.

[click to watch](#)

Visual contracts have been used by some companies in the past for people in their workforce who do not have a high level of education, but they have never been used for all levels of staff.

Their internal team worked with Camilla for about 8 months and produced about 16 versions prior to settling on the final draft. Visual contracts have now been rolled out for new employees across Australia, New Zealand and South Africa, and discussions are ongoing for implementation across Asia and the Middle East.

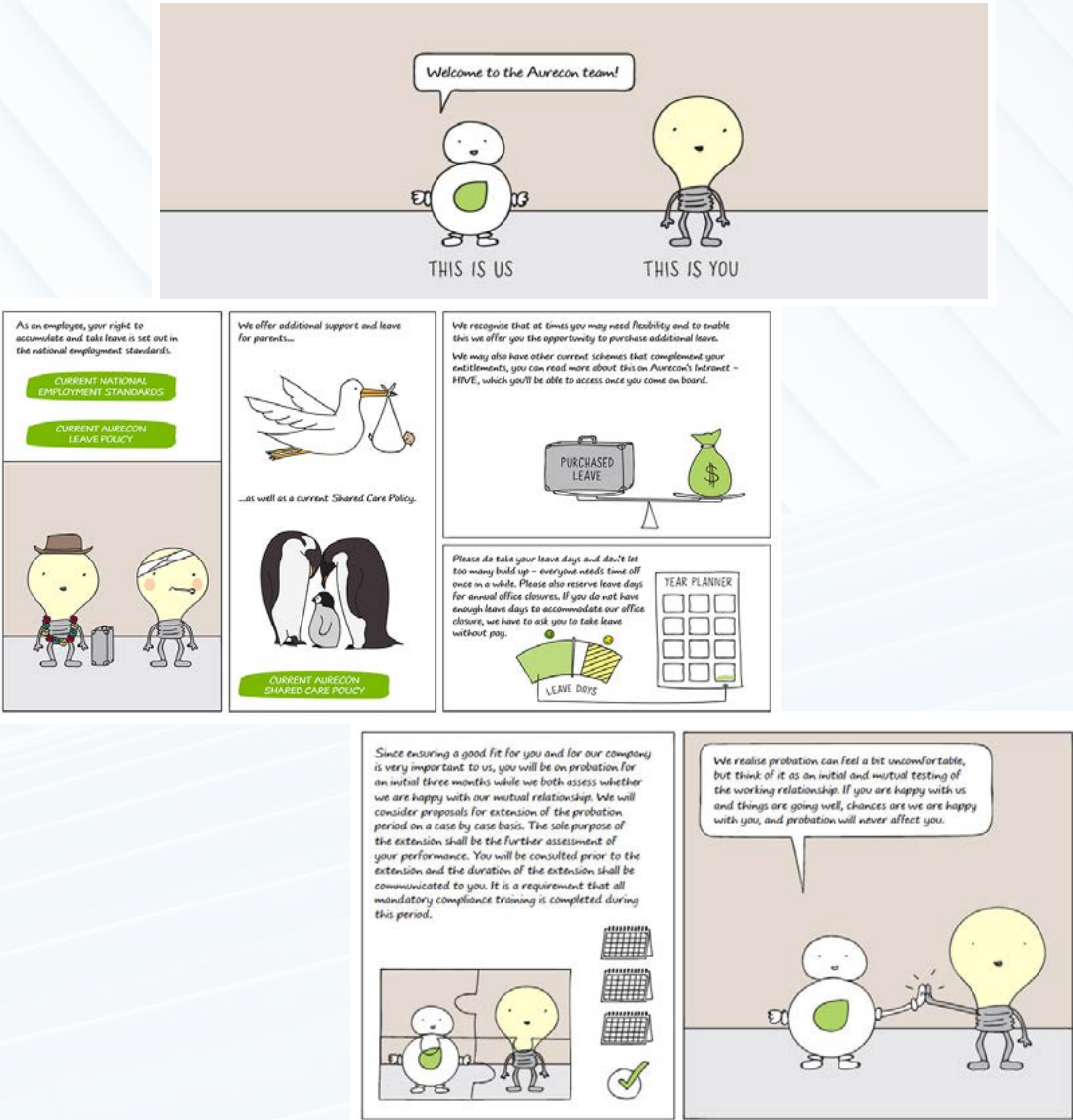
Aurecon has also launched visual contracts for changing existing terms in Australia and New Zealand, and are now considering how to implement visual contracts for changing existing terms more widely across the business.

Aurecon wanted to attract top talent and engage with them well to build trust and create the right foundation for positive employment relationships. These highly innovative visual employment contracts demonstrate the culture Aurecon is seeking to build – one where employees can thrive.

The results

The visual contracts have been extremely well received by people at all levels. They were initially a bit apprehensive about how senior executives would react, but the feedback has been that the contracts were simple to understand, and they actually enjoyed going through it.

Aurecon and Professor Anderson are now just starting to collect more formal feedback, measuring the level of understanding and impact through surveying 600 people who joined Aurecon on the old contract and 600 on the new. Of the 600 new hires, 87% strongly agreed or agreed that ‘I found the employment contract easy to understand,’ and 72% strongly agreed or agreed that ‘The format of the contract gave me a good impression that the employer values openness and transparency.’



TALENT

HUMAN: GLOBAL PERSPECTIVES ON DIVERSITY IN TECH

At Talent we recognise that the recruitment and tech industries are not viewed as leaders in the diversity field, quite the opposite in fact. Both industries are notorious for taking a tick box approach to people based on their qualifications, their 'culture fit' and their references. The stereotypes in these industries exist because not enough companies and individuals recognise or highlight the value diversity brings to a business.

In response to this issue we created *Human: Global perspectives on diversity in tech*. This book takes a different look at diversity in tech by showcasing the stories behind the statistics. Featuring first-hand accounts of 25 inspiring people around the world, the book offers key learnings into what the technology community is doing to embrace diversity and inclusivity from the perspective of the individual. With moving personal experiences and invaluable insights, *Human* celebrates difference and shines a light on the most important element of this industry, its people.

Diverse workplaces start at the hiring process and we feel that we have a duty to encourage the companies we work with to look beyond stereotypes and find exceptional people from all backgrounds to join their teams. We want to redefine recruitment by helping our clients to see the whole person and the benefits diverse people bring with them to a workplace, whether that be transferrable skills, resilience or life experience.

The reason we created this book was to create change:

- We launched this book, in many of the regions we operate in around the world, with a panel discussion from some of the participants from the book who shared their diversity stories with our clients. We believe that by telling these stories it will inspire our clients to build more diverse and inclusive workplaces.

- Through *Human*, our aim is to celebrate differences rather than similarities and see each person for who they authentically are, not the label society has given them.
- By providing this platform for people from diverse backgrounds to share their stories and their learnings we are shining a light on the benefits of diversity to a business.
- We also hope people reading *Human* will identify with some of the stories and know they are not alone.

The participants in this book highlight the importance of:

- Acknowledging recruitment process bias and creating systems to rectify this
"Never hiring for a role unless you see a diverse candidate pool creates an opportunity to find and support difference"
– **Nick Whitehouse, Auckland**
- Respecting different religious beliefs
"I've been allowed to offer my prayers, etc. but no employer in my last 20 years has ever taken any specific steps to make me feel included from this perspective"
– **Jamshed Javed, Bristol**
- Providing tools to assist people who have disabilities
"to support those with disabilities, businesses should focus on keeping up to date with technology and making internal networks as user-friendly as possible"
– **Joseph Webber, Adelaide**
- Leadership that takes responsibility for the culture and diversity of an organisation
"Culture starts from the top. Culture change comes from concrete changes in leadership behaviour – what they do, who they hire, who they listen to, how they spend their time, what they measure and how they invest"
– **Julie Moon, London**

- Creating environments that are culturally respectful.
“After receiving some unintentional culturally insensitive comments early in my career, I am driven to make these spaces more culturally aware and safe for First Nations people”
– Troi Ilsley, Melbourne
- Mentoring to aid progression into leadership roles
“Direct mentorship is one of the most effective ways to help young women find stable ground and learn from their senior colleagues”
– Daria Suvorova, Hamburg
- Paying attention to the small things to make the individual feel comfortable
“Little things like allowing employees to leave work a little early to pick up the kids or even just providing a place to ‘pump’ (breastmilk) can all go a long way towards feeling supported and happy at work”
– Dannielle Harmer, Canberra
- Leaders who are active and approachable role models
“it’s hard to be what you can’t see, and the presence of LGBTI leaders and executives both in the workplace and the community can have an incredibly positive impact”
– Nick Collins, San Francisco
- When asked to give advice to those who may feel overlooked because of their background, the majority of participants advised readers to reassess their work situation
“Change your job. There are companies and organisations out there that will care about you. Do not hide yourself or who you are. Why should you work for a company which does not appreciate you?”
– Stuart B Cameron, Berlin

You can access the book here: <https://www.humanbytalent.com/>



FLEXIBLE & ALTERNATIVE **WORKING** **ARRANGEMENTS**

100% HUMAN
AT WORK 



PERPETUAL GUARDIAN

THE FOUR-DAY WEEK

The four-day week, as designed by entrepreneur Andrew Barnes, is based on his 100-80-100 rule: He will pay 100 percent of remuneration, for 80 percent of time in the office, for 100 percent of agreed productivity. In short, for full-time employees, they are gifted a day off each week in exchange for the same output they previously made in a standard week through (in part) reducing unproductive activity in the workplace. Part-time employees are also enabled to participate under the same 100-80-100 rule.

Andrew Barnes trialled and implemented the Four-Day Week in his New Zealand-based trustee company, Perpetual Guardian, which has around 240 staff, over the course of 2018.

The results of the program have been amazing, and surprised the leadership team, the researchers and the staff themselves. Staff stress levels lowered (45% pre-trial, 38% post-trial), and work-life balance increased significantly (54% pre-trial, 78% post-trial) – results which AUT Professor of Human Resource Management of Jarrod Haar was impressed by, stating: “I specialise in work-life balance – and the Four-Day Week has got to be the strongest contender for improving work-life balance amongst employees.”

While the foundation for his program is about maintaining business productivity, Andrew has a desire for his employees to be not only 100% Human at work, but also 100% Human in their personal lives. The Four-Day Week gives them a chance to connect with their families, communities and their own personal goals by providing the extra time needed to participate in more non-work activities.

In New Zealand, the employment legislation does not allow for the sort of flexibility in the workplace needed in the 21st century. Days, hours and place of work are stipulated in all employment contracts, making it difficult for employers like Andrew to create a more beneficial work environment. As a result, his employees need to opt into the program as an exception to their contracts, and Andrew still has to accrue leave on the 40 extra days off his employees enjoy. This amounts to an extra four days, so each staff member who opts into the Four-Day Week program donates one day a quarter to a charity or community program.

Since the trial:

- Figures indicate that the company’s new approach to work has reached all of the developed world and half of the developing

world through TV, radio, print and online media – an achievement which has been recognised by several global communications awards for the impact it has created;

- The impact has triggered a growing movement of businesses and nations taking note of the need to adopt flexible working practices, [including Russia](#), where Prime Minister Dmitry Medvedev has suggested that a four-day work week will likely be adopted in the future to help workers overcome burnout syndrome and chronic fatigue;
- Perpetual Guardian has produced a [white paper](#) with guidelines as to the purpose and process of running a four-day week;
- The Four-Day Week was on the agenda at the 2019 [World Economic Forum in Davos](#);
- 4 Day Week Global and the 4 Day Week Foundation have been established with the objective of supporting productivity and flexibility globally.

Andrew is a [vocal opponent of the gig economy in its current form](#), because the primary advantage it purports to give workers – flexibility in work – is more than cancelled out by the non-provision of basic worker protections (annual leave, sick pay, parental leave, pension savings and more) that have been hard-won over decades of labour organisation.

In the immediate term, there is evidence that aside from productivity gains, the Four-Day Week is good for social inequality, including [gender equality](#) and the closure of the pay gap, and Andrew Barnes has consulted with the New Zealand Minister of Finance Hon Grant Robertson, on the role of the Four-Day Week in the Government’s agenda for the [Future of Work Tripartite Forum](#), which has the goal of addressing comparatively low productivity in OECD terms, and the 2019 Budget, which the Minister has positioned as the ‘Wellbeing Budget’.



OMD

A 'FLEXIBLE' FLEXIBILITY POLICY

A 'flexible' flexibility policy

OMD launched a new flexible working initiative in 2017, in response to an evolving world of work and a desire, particularly from younger team members, for flexibility. Research has shown that flexibility, along with financial reward and a positive workplace culture, are the most important factors younger generations in Australia take into consideration when deciding where to work.

There were five key stages to the design and implementation process of OMD's policy, all of which were vital for ensuring the initiative was embedded well into the organisation.

The firm created principles, as opposed to rules, with the aim of creating a 'flexible' flexibility policy. OMD took the view that they employ adults, so as long as the arrangement works for the team and client then the employees should determine their own flexible working arrangements.

To ensure that the culture and approach allowed the policy to be successfully adopted, ongoing marketing encourages staff to make use of it, including a poster wall of how employees are using flexibility.

The initiative shows employees that they are both listened to and trusted, and it has had a significant impact. After six months:

- 85% of leaders had flex conversations with their eligible staff
- 46% of staff changed the way they work as a result of the

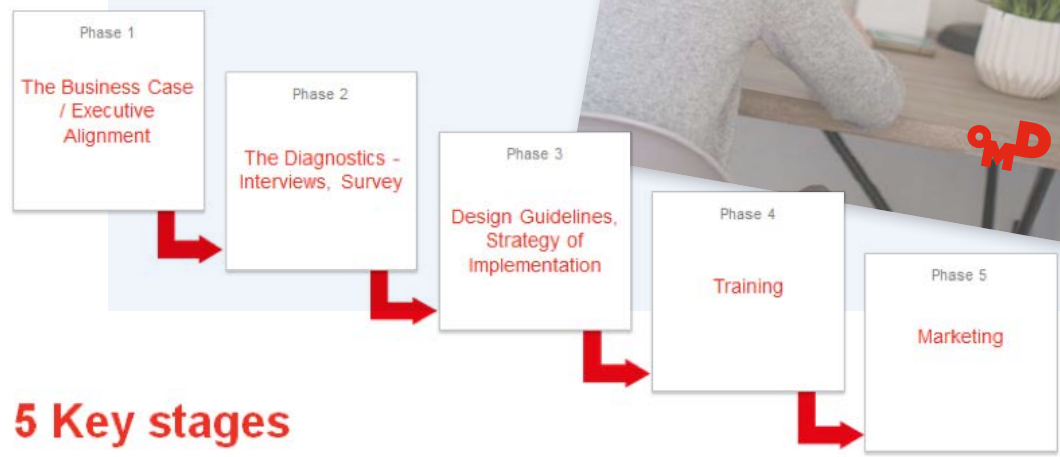
initiative

- 77% of eligible staff were now getting the flexibility they need in their role
- 96% of staff believed that OMD fully supports flexibility as an organisation

The staff survey revealed that flexible working was the second-best reason to work at OMD (behind People/Culture), and overall staff survey scores are at record highs. OMD is the 6th Best Place to Work in Australia and has been listed in the top 50 for 10 consecutive years. OMD has also won multiple other employer awards.

Martin Cowie, People & Development Director explains the 'life work blend' the firm was aspiring to enable through this initiative: "Instead of work life balance, we wanted to create a life work blend where life has to come first, and work has to blend into it."

And there are benefits for businesses beyond staff productivity and morale. As Martin explains: "If you've got 30% of your staff outside of the office working flexibly, you'll possibly need 30% less chairs, less office space. Along with increased productivity there's going to be an economic benefit for companies from allowing this flexibility."



5 Key stages

CHAPMANCG

FLEXIBLE, VIRTUAL WORKING

ChapmanCG partners with CEOs and CHROs in every industry to appoint their global, regional and country Human Resource teams.

As an entirely virtual business, ChapmanCG offers great flexibility in how our people work. This has enabled us to attract best-in-class talent from all over the world and from all walks of life. This includes a very diverse range of talent from different ages, ethnicities and backgrounds right across the world.

The key ethos of our people strategy is enabling our employees to design their working lives around their individual circumstances in order to perform at their best, rather than trying to fit themselves into a pre-defined box.

In particular, the ability to work from home or anywhere you choose has enabled us to hire people who may not have easy access to a traditional 9-5 office-based environment, including people with disabilities.

We hired our first person with a disability in 2010. This was an initiative of two of our Senior Managers, who realised that we were finding it difficult to get the right talent for our rapidly expanding company.

We look for individuals with a high level of self-motivation, drive and a determination to succeed. We soon realised that people with disabilities often have these qualities in large order. They have had to adapt and be flexible, and often they lead by example with a positive attitude when overcoming obstacles, both in life and at work.

How does it help to humanise the workplace and enable employees to bring their whole selves to work?

Empowering our employees to work in the way they work best: As a virtual business, we can't clock watch, which means we start from a point of trust and need to empower our people to do their jobs well from day one.

We also can't observe physical performance or physical appearance, which means we focus on business outcomes instead. This enables our people to work in any ways that suit them, and go about achieving the results in ways that make the most of their own unique abilities and skillsets.

We provide the tools needed, and then our people are free to work in the ways, at the times and in the places that best suit them, whether that's working from their home, a co-working space or from a café in another country.

Bespoke role design: We design our job roles around our people, including both their skills and capabilities. This enables them to bring their full range of talents to the work environment. This can include anything from specialist support, including adding or removing specific job elements to harness that person's abilities, or flexible and part-time working arrangements.

Individual career pathways: Our flexibility extends to our career development approach, and we work with our people to come up with their own individual career pathways. This may include building skills to move into a new role, or working from a different part of the world to build experience in a new market. We also provide mentoring support for each new person that comes into our organisation to ensure we can tackle any challenges they may be coming across at an individual level and support them to continue to develop and learn.

Whole-of-life approach: We recognise that our people have many different talents, interests, needs and goals in their lives. When we employ someone, we employ the whole person including these many different facets, and we work to support these too.

For example, we have supported many of our people to compete in the Paralympics, Iron Man competitions and ultra-marathons, as well as undertake further study or explore new areas of the world. We celebrate personal milestones as well as work ones.



ChapmanCG's global success is, in a large part, due to our working environment that is extremely flexible and 100 percent virtual. We offer a total lifestyle not just a job".

**MATTHEW CHAPMAN,
FOUNDER OF CHAPMANCG**

The results

A diverse global workforce: These flexible, virtual working arrangements have allowed us to build up a very diverse employee base. Around a fifth of our people have disabilities, and we employee people from 14 nationalities.

This diversity enables us to come up with a range of innovative solutions to business challenges, to build relationships with a broad range of clients from start-ups through to large multinational companies, and has helped to fuel our rapid global expansion over the past 10 years.

High retention rates: When our people move internationally, the remote nature of our workplace means they have the opportunity to pick up and take their job with them. When they want to build a new skillset or take on the new role, our flexibility means that we try to provide them with opportunities to do this within ChapmanCG. This has led to our very high retention rates, with many of our original employees still with the organisation 11 years later.

Highly engaged, healthy employees: Our people are our biggest ambassadors, and regularly promote their work and ChapmanCG's flexible approach on LinkedIn. We have very low rates of sick leave, with employees only taking an average of 1.6 days in the past year.

Personal achievements: Our flexible, virtual working arrangements enable our people to better integrate their work with their 'whole life' – exercise, study, hobbies, travel and their social and family lives. This approach also means that they can bring their 'whole self' to work, knowing that there is a broader understanding and support for who they are.



MIRVAC MY SIMPLE THING

What is that one small, achievable change you can make in your work day or week that will enhance your quality of life?

At Mirvac, we encourage our employees to ask that question. We call it My Simple Thing.

Why did Mirvac focus on Flexibility?

Mirvac needed to make a shift in how we worked: employee engagement was low (37%); we had a very traditional way of working with limited flexibility (about 1 in 4 employees); and we knew flexibility was a key enabler to our ambitious Diversity & Inclusion strategy.

Achieving better work/life quality is as an important priority at Mirvac. We all lead busy lives and the ability to strike the right balance between the demands of work and our personal commitments is becoming more and more important for people at Mirvac and across the Australian workforce.

To support this, Mirvac has invested in promoting greater flexibility through our flexibility strategy which includes a Flexibility Charter, investment in technology and a physical work environment that enables flexibility, as well as the experimentation and roll-out of our award-winning initiative My Simple Thing.

What is My Simple Thing?

At Mirvac we believe that flexibility doesn't always mean working from home, it is about working smarter and being creative in the use of time and technology to achieve the expectations of your role. Flexibility is important to us: it helps us build and sustain a healthy, happy, engaged workforce; it is essential in meeting our

Diversity & Inclusion aspirations; and it recognises that work and life have fundamentally changed. We recognise that My Simple Thing can be enormously beneficial in making work and life fit together (in a world where this is increasingly hard to do).

My Simple Thing is one small, achievable change you can make in your work day or week that will enhance your work/life quality. It is an arrangement that is discussed and agreed with your manager. Importantly, the arrangement has to work for the team you are in, the business and ensure you can still deliver the results expected from your position.

The magic of My Simple Thing is that it's simple. It is about something personal to each and every employee: themselves. We love it because it starts a conversation and takes flexibility from a nebulous concept (usually buried in a policy or employment contract) to a real conversation between individuals, their teams and their managers. And, it doesn't cost a thing!

My Simple Thing allows people to deliver fully on their role, while being able to fit more of life in. And, it has helped Mirvac to mainstream the flexibility conversation so that it is no longer just about working Mums (which many flexibility strategies can inadvertently become), and that flexibility can be embedded into all ways of working including our construction workers and site based employees.

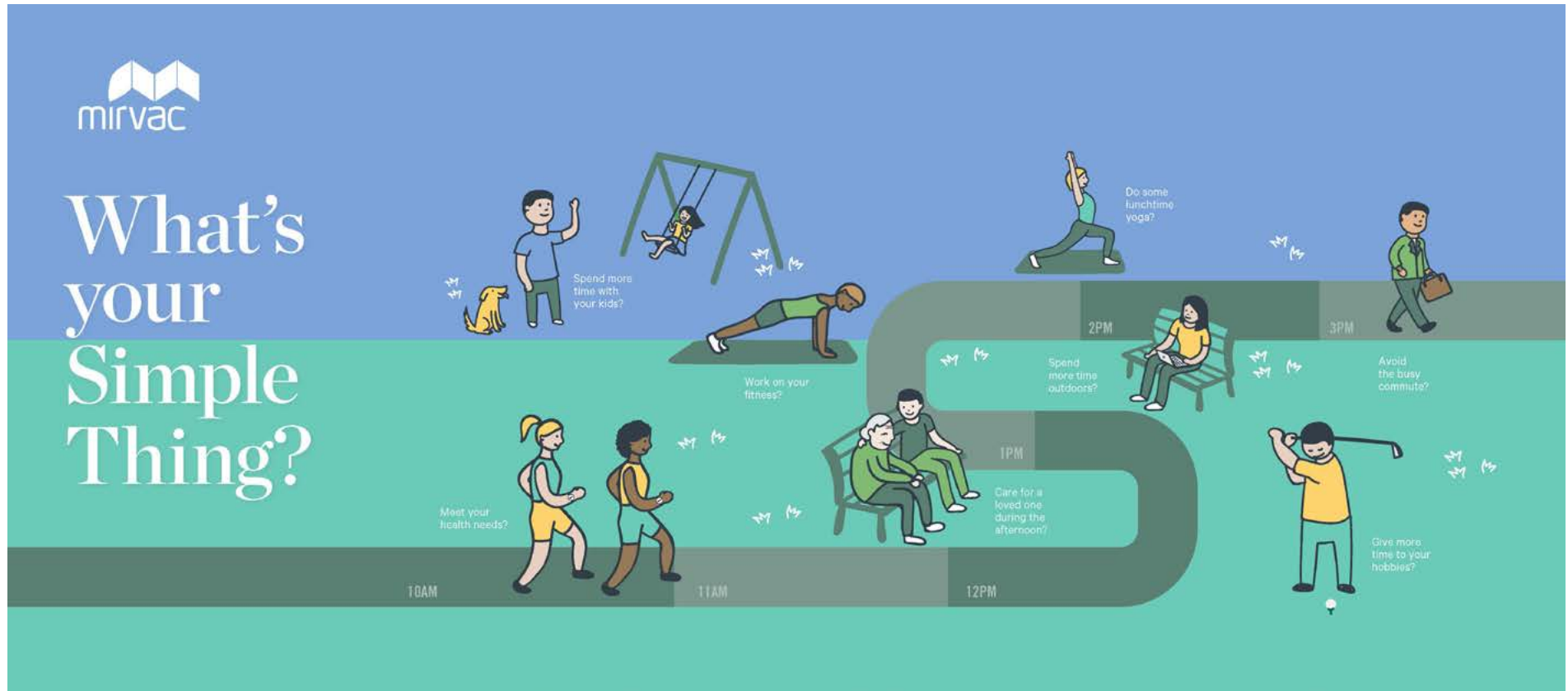
My Simple Thing means different things for different people across Mirvac:

- Spend more time with your kids?
- Work on your fitness? Perhaps some lunch time yoga?
- Care for a loved one or for aging family?
- Spend more time outdoors?

- Make the school drop off or pick up? Get home to coach the kids soccer team?
- Avoid the busy commute?
- Work from home or from a location of your choice?

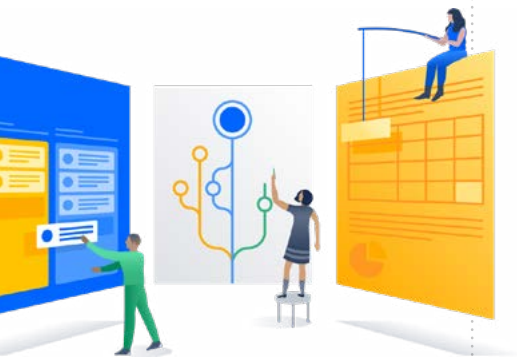
We encourage all senior leaders and employees to agree and talk about their My Simple Thing. It's been a key plank in our flexibility strategy, which has increased flexibility from about 1 in 4 employees to 3 in 4 and it is a contributor to Mirvac having employee engagement of 90% for the second year in a row.

What is that one small, achievable change you can make in your work day or week that will enhance your quality of life? Make it your My Simple Thing!





ATLASSIAN REMOTE WORK ROLL-OUT



Remote work roll-out

We are always thinking about the future of work, and we know the future includes a remote workforce. Atlassian develops tools for seamless team collaboration, no matter where you are in the world. Our teams are largely distributed, and we've acquired companies like Trello who have taught us more about being remote – so we knew that remote could potentially be easier for Atlassian.

When we started on the journey of exploring remote work, we knew we wanted to experiment, and work openly with our Atlassian teams to get it right, rather than simply updating a global policy and seeing what happens. Because of this we implemented a crawl, walk, run approach to remote work because we know to be successful you need the tools, the people, and the practices all in alignment – which isn't easy.

To begin, we spent months conducting in-depth internal and external research. The 600 Atlassians we surveyed overwhelmingly agreed they were willing to change the way they work to enable more remote work (95%), and the majority said investing in remote work is critical to fulfilling Atlassian's mission and living Atlassian's values. So we knew that we had the buy-in we needed to move forward.

From there, we built out a philosophy:

Remote is a journey. You can't flick a switch and become a remote company – we're just taking the first steps.

Remote is a spectrum. Each team, role, and person are different and thus fall on different places on the remote spectrum, but we believe every aspect of the spectrum is valuable.

Remote is human. Your personal and professional lives shouldn't have to be at odds with each other. There are many reasons why you would choose remote – proximity to family, you're a caretaker, economic reasons, school choices.

Remote = access to great talent. Atlassian is the top employer of software engineers in Sydney (our company headquarters), but 63% of Australia-based software engineers are outside of the city, as are 60% of designers.

We then built a detailed assessment tool to analyse a team, then the role, and finally the person, to assess remote work suitability. The tool we've created allows us to analyse teams and employees, with a scoring system that determines their remote-readiness (not quite ready, proceed thoughtfully, lean in).

Our research told us that remote won't work without practices in place, and that's why we are arming our employees with practices and plays as guides which allow them to learn and adapt their way of work to suit their circumstances, for instance, building team rituals that work for remote team members, and giving guidance to managers of remote employees so that everyone is set up for success. We're also planning to open-source these practices and plays on our website, so other companies can use what we've learnt to better equip their teams for remote.

From our initial roll-out in Australia, we had a 25% increase in inbound interest for remote roles vs Sydney-based roles. We are now expanding the program internationally.



INCLUSION COLLECTIVE

HUMAN-CENTRED, LEADER-LED CHANGE IN WORKPLACE FLEXIBILITY

By Claire Stewart,
Principal, Inclusion Collective

What made us decide to embark on this initiative?

We are experimenting with human-centred, leader-led change to increase the uptake of informal workplace flexibility across a diverse range of workplaces.

In these organisations, workplace flexibility has predominantly been the realm of working parents (mostly women). Other reasons are not deemed justifiable, whether this is accurate or not, and as such not requested. Leaders have been responsible for the assessment of flexible work requests, with outcomes often dependant on the leader and their personal biases towards flexibility.

We have used a systems theory frame to understand the context, specifically that:

- Teams are intact complex systems and;
- By changing the role people take up in the system, the system changes.

While systems theory is not new – its application in workplaces is in its infancy.

Our experiments focus on the role of the leader in the system. We posit that leader-led approaches to flexibility, as the role with the biggest span of control, have the greatest ability to create change in the system. We are also changing the role leaders often hold, that of the 'gatekeeper' of flexible working requests. To do this we designed guiding principles to create a trusting, respectful and empowering 'human' working environment where:

1. Trust is a given, therefore:
 - Permission to engage in flexible working does not have to be sought from the leader, and as such...
 - Reasons for flexible working don't matter

2. Flexibility is mutually beneficial - individual, team and client requirements are clearly met
3. Performance is assessed on output not presenteeism

Bespoke parameters are then set that are specific to the team and clients they service.

The aim of this approach is to encourage everyone in the system to engage in flexible working, irrespective of diversity of background and needs, with the end game of creating an environment of trust, respect and where flexibility is normalised for all.

We have conducted experiments of this type in the corporate and government sectors with very positive results. For example, in one workplace where we conducted a flexibility experiment, by the end we saw a:

- 59% increase in people working from home, with 54% lift in those reporting to be 'very satisfied'
- 52% increase in the perception that they have a great deal of flexibility in where they do their work
- 44% increase in the perception that their job allowed them to meet personal and family needs
- 30% increase in those who strongly agreed that they could access flexible working for any reason

Our research base into the effectiveness of this approach continues to grow. We are excited to be running a number of similar interventions throughout 2019 and 2020 with our enlightened clients.

EY FLEXEY – JOB REDESIGN FOR FLEXIBILITY

In today's global economy, flexibility isn't a "nice-to-have" – it's a business imperative. Technology is blurring the lines between career and personal life and flexibility is required to balance the lives of all our people, across generations and differing lifestyles.

There is no one model for flexibility. What works for one person may not work for another. Different personal schedules, travel commitments, responsibilities and tasks all have an impact. Conversations on what works and what does not are critical to successful flexibility.

One of the more challenging flexibility options is the reduced work schedule. The temptation to try to condense a full-time role in a part time schedule can result in incorrect remuneration for work done, or a role with reduced development opportunities and sense of purpose.

EY believes that some flexible arrangements, such as a significant reduction in working hours, require a thorough job redesign. It has [devised and published a process guide](#) for working through this, and the FlexEY program is in operation in Australia and other countries, allowing people to successfully reduce their full time job schedule so they can fulfill their personal as well as their professional goals.

Redesigning a job

EY process works through what reduction in time is required and how that can best be achieved. The guidance includes tools for analyzing how time is currently spent and planning how the redesigned job will look, as well as prompts for guided conversations. Crucially, it considers how someone can continue to develop professionally in their reduced hours role, and how they can set themselves up for their change in working patterns to be a success.

An outline of each step in the process is below:

Step 1:

Agree what the reduction in time will be for the new arrangement, e.g. 4-day week, 3-day week.

Step 2: Analyse and compare

Analyze the current full-time job. EY guidance includes a pie chart tool which can analyse time spent on key areas of a job, and a job factor rating scale to assess the importance of each element.

Through this process it becomes clear where the job exists to do a specific function, and how removing each function would change the job, the consequences if it is not performed, the training or education needed to do the function, how highly specialized it is and the ability to replicate.

Individuals and supervisors both complete the analysis, and the comparison of the two assessments ensures there is alignment on the full-time requirements before moving on to the redesign.



Step 3: Redesign and discuss

Redesign the job elements, incorporating the reduction in hours and ensuring that:

- The total time is equal to the percentage of FTE available in the new arrangement
- Where applicable, the non-chargeable elements of a job receive the same attention as chargeable elements

Considering how the following three elements will work are especially important for the reduced hours role to be a success:

- **Networking:** Can this be redesigned to achieve the same ends? Is it necessary? Are there other ways to raise profile? Does it help the employee keep in touch with clients?
- **Travel:** Can the same outcome be achieved through technology to facilitate a meeting? Is travel required to check others work? Or is it due to specialist knowledge? How can you reduce travel?
- **Unpredictability:** This is likely to ebb and flow through projects. Identify when team members need to be flexible, regardless of their work arrangement, and see as a team where unpredictability can be reduced.

Step 4: Consider career path and plans, and discuss with stakeholders

- Develop a 6-12 month work plan and incorporate training, client events, professional development, mentoring, career plan/path etc.
- Set up a trial period for the flexible arrangement.
- Discuss redesign with all stakeholders as required. This could include senior leadership, project managers, your team and, in some cases, clients.

Step 3: Questions to guide this stage of the conversation include:

Questions for the individual working flexibly:	Questions for the Supervisor:
<ul style="list-style-type: none"> ▸ Is there a support network available to me? ▸ Is the work I am assigned to priority work that is meaningful to the organisation? ▸ Will this make a difference to my flexible work arrangement from a management or client perspective? ▸ What are my career aspirations? ▸ How much flexibility have I got? Am I available to vary my schedule for short periods if the work requires it? ▸ Who am I accountable to? What is their work schedule? 	<ul style="list-style-type: none"> ▸ How big is the team around the person and does the size of the team help or hinder the flexibility? ▸ What is the impact of delay in delivery on outputs if a team member works flexibly? ▸ Is there work which can be delayed and other work which cannot? ▸ What tasks can be redistributed and what will be the effect on the team?

Step 3: Some issues and resolutions relating to unpredictable work:

Issue	Resolution
Is the work crisis-driven with minimal time for planning? Do people get time in their day, week and month to plan their work?	Create boundaries with teams, staff or clients and allow time for planning
Can deadlines be negotiated or are they imposed?	Discussions with leaders and clients need to reflect what can reasonably be achieved
Are teams working so closely together that they are constantly interrupting each other and losing some efficiencies?	Create 'blackout' times where people can work uninterrupted
Are client expectations unreasonable or unmanaged?	Manage expectations with clients rather than responding to any request without question
Are managers expecting team members to be available at any time without notice?	Leaders need to be demonstrating flexibility and be understanding of team members time and commitments

FlexEY

At EY every day is different – so we’re changing how we think about work. We want to ensure our people feel fulfilled, resulting in high performing individuals, teams and better results for our clients.



“I’ve really appreciated having the scope to work and learn flexibly.”

Joyce Lu
Sydney



“I’m super impressed by how EY is supporting flexibility that is aligned to the future of work.”

Peter Kennedy
Brisbane



“I believe flexibility promotes engagement and retention from our teams by enabling us to work at times best suited to our lives.”

Cate Bell-Mork
Auckland







GHD CAREER RELAUNCH PROGRAM

GHD started its Career Relaunch Initiative to support people who have been out of the workplace for two years or more make an informed decision on how and if they want to return to work.

The program stemmed from conversations with people returning from maternity and paternity leave, understanding what the re-entry process was like and what challenges they faced. For many the experience was stressful, balancing work and family needs and also catching up with the rapid advances in technology and working practices.

GHD wanted to enable people to come back to work in a more managed and supported way, so it started conceptualising a program that allowed a more staggered approach back into the workforce and, crucially, gave people decision making power over how they wanted to work going forwards. The result was the innovative Career Relaunch program, which was first piloted in 2017.

The program

Career Relaunch is a ten week flexible program for people who have been out of work for some time, who have or haven't previously been employed by GHD. Participants are financially supported while they are on the program, and everyone is offered full or part time employment after they've finished if they choose to stay on.

The program is available across the organisation's teams and functions, successfully re-exposing people very quickly to high profile projects that align with their past experience and qualifications. There is real flexibility in terms of working locations and hours on the scheme, in line with GHD's normal flexible working arrangements, and the pay package enables people to be supported.

GHD is very clear from the outset that there is the opportunity for anyone on the program to come back in a full or part time capacity, but it's made equally clear that the decision rests with the employee. Key to the program is allowing the employee to choose their terms of employment, and giving them time to see whether they want to be back in work and whether they enjoy work at GHD.

To support this period of sense-making, participants have a direct manager, coach and buddy, and the HR team keeps very close to all the scheme participants during the process. The scheme also includes a training program covering skills needed to re-enter this type of work – a lot of the tools needed to perform roles in GHD's sectors change rapidly, even during a short career break.

At the end of the ten weeks the program participants engage with the organisation in discussion about if and how they want to re-enter the organisation on a more permanent basis, and this can include a staggered re-entry, job sharing and part time work, or going straight back into a full time position.



The results

The program started in 2017 with a pilot, offering 20 positions, and is being rolled out again this year for 30 people. Over 200 applications were received in each recruitment round, both from people returning from parental leave and those who'd had extended career breaks.

The initial pilot resulted in a range of outcomes for individuals, including more than anticipated coming straight back as full time employees.

Jan Sipsma, General Manager – People at GHD, summarises the impact: *“We have definitely been able to offer opportunities for really high calibre candidates that would not have happened if it was a direct entry back into the workplace.”*

90% of the candidates in the initial pilot were also diverse candidates, and the program has had a very positive impact on providing work experiences and opportunities for female candidates in particular.

It is still early days for tracking the progress of the program, but GHD can see the benefits of allowing people returning to work this settlement period and the chance to go through a ‘sense making process’. The scheme was borne from the fundamental belief that making sense of what you’re getting yourself into contributes hugely to your ability to add value to the organisation, and the commitment of those who have stayed on beyond the program is testament to this. And for those who don’t stay on, the chance to make an informed and unpressurised decision is very humanising.

Above all, GHD has learnt that there isn’t a one size fits all approach to returning to work. Empowering the employee to choose how they want to return and having flexibility to design a solution according to what works for the individual is key.

DIAGEO

DIAGEO A PROGRESSIVE FAMILY LEAVE POLICY

Gender equality is at the heart of our business

Gender equality is core to Diageo's purpose – 'celebrating life, every day, everywhere'. We strongly believe gender equality in all parts of society is better for everyone and delivers stronger performance. We're moving the conversation on from being a 'women's issue' to one that's a priority for everyone regardless of gender.

We're already a business that's leading the way on gender equality, with our Australian executive team and extended leadership team already at gender balance and no gender pay gap in our business. However, the job's not done and we cannot rest on our laurels. We know we need to continue to be a leading catalyst for change in the pursuit of equality for all regardless of gender, both in the workplace and, in turn, the wider community.

To maintain momentum, retain and attract the very best talent, and keep reaching key milestones on our gender equality journey, we need transformative policies and ambitious targets that move the gender equality conversation forward both within our business and in the broader community.

Australia's most progressive family leave policy

The single biggest initiative we announced in the last 12 months is one of Australia's most progressive family leave policies. This policy, which came into effect on 1 July 2019, entitles every Diageo Australia employee to 26 weeks paid family leave regardless of gender, length of service, or carer status, and regardless of whether both parents/caregivers work at Diageo. It covers biological birth, surrogacy or adoption and ongoing payment of an employee's superannuation, bonus (if the employee is part of a bonus structure) and all other reward benefits they receive at the time of them taking family leave.

This is the most progressive family leave policy across the Australian private sector. The national average remains just 10 weeks paid leave for the primary carer according to data from the Workplace Gender Equality Agency (WGEA).

It's our responsibility as an employer to keep moving the dial towards gender equality and this policy gives our employees a choice with the confidence that the business is fully supportive of them. It moves the conversation on from 'women having babies' to 'people raising families.' It removes barriers to career progression, tackles the financial disadvantages experienced mostly by women after becoming a new parent or caregiver, gives more men the opportunity to enjoy the experience of welcoming a new family member, and ensures our talent is retained and nurtured. This is a policy for everyone, not just women.

We know that seeing other men, particularly those at the most senior levels, take family leave encourages more men to follow suit secure that our policy isn't just words on a page but a culture that we actively cultivate in our business.

Our family leave policy put gender equality at the centre of conversations across the country. Diageo was widely praised for its progressive stance, sparking lively but important debate on how gender equality benefits all, not just women.

Response to our announcement internally has been overwhelmingly positive, and it's driven incredible engagement with our people who feel pride working for such a progressive business. The first employees to benefit from the new policy have unequivocally confirmed the positive difference this policy makes to their families. It gives them more choice and flexibility in deciding how and when they'll return to work knowing they have the full support of the business.



This policy is an investment in our people and supports our talent attraction and retention strategy. Anecdotally we've heard many stories of employees' friends and family hearing the news and applauding the move (and asking if there are any jobs going at Diageo!).

"Our data shows that access to employer-provided paid parental leave has not improved over the last five years. We need to change this and give proper choice to both female and male employees in Australian workplaces."

Access to parental leave helps women to stay in the workforce and progress their careers and helps men to be more involved in their family life and in raising their children. I congratulate Diageo for implementing their new parental leave scheme and I hope it encourages other Australian employers to follow suit."

LIBBY LYONS,
DIRECTOR AT WORKPLACE GENDER
EQUALITY AGENCY (WGEA)



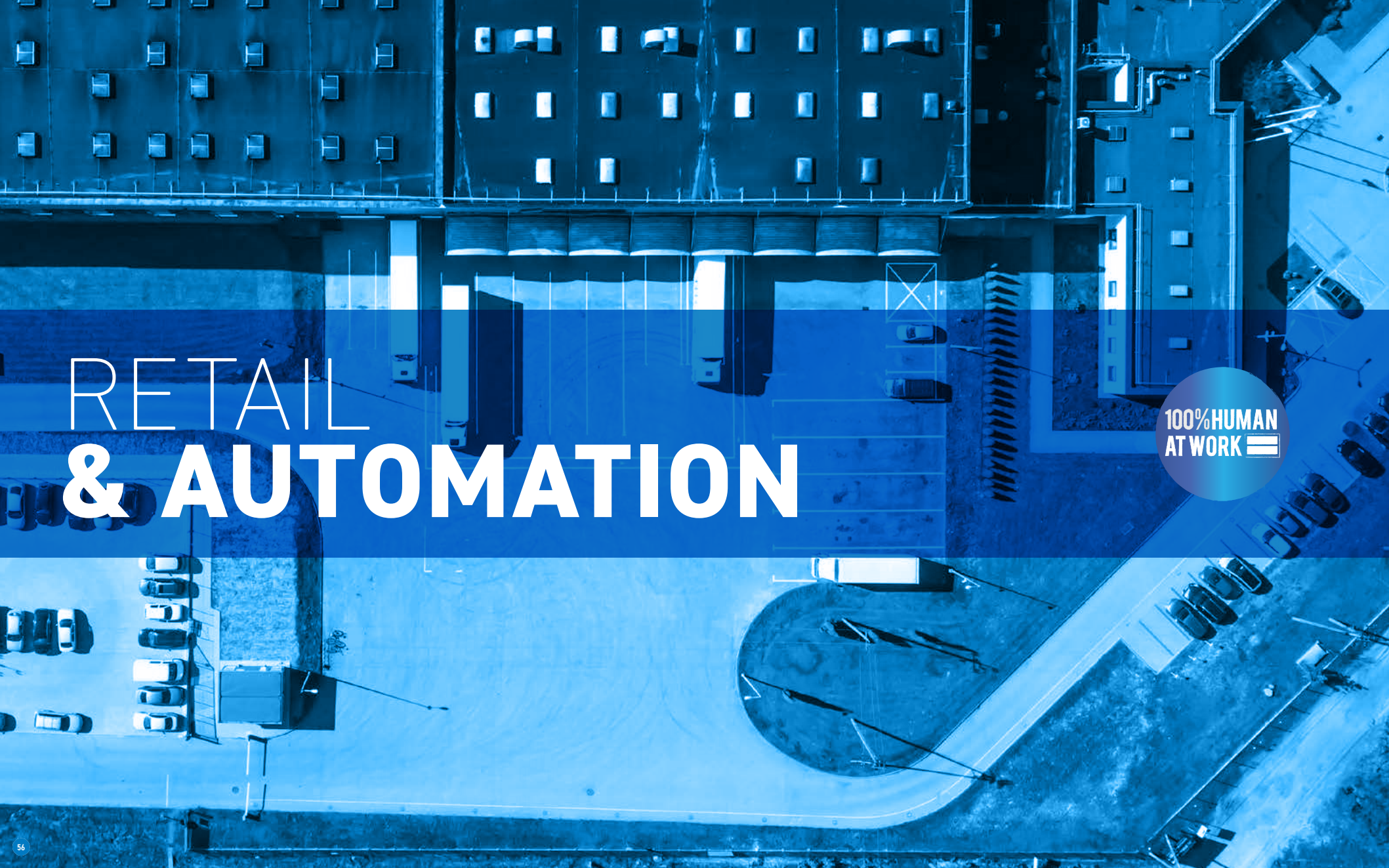
Talent

TALENT YOU'VE GOT THIS – POLICY FOR NEW PARENTS RETURNING TO WORK

With an average age demographic of mid 20s to late 30s, Talent has taken a proactive approach to retaining our staff as they experience various life changes.

Our You've-Got-This policy supports new parents when they return to work. We understand the changing priorities a new parent faces and the struggles in balancing work and the demands of a new baby. The You've-Got-This pack prepares the employee for their return to Talent while also supporting them in parenthood with a range of caring treats including vouchers for pre-prepared meals and Uber travel to get home in an emergency. In addition to treats it features a return to work welcome and an ongoing open door promise to minimise any complications the employee may experience as they adjust back into work, and our commitment to them of never having to forget their new role as a parent while at work.

The focus is to make the employee's transition back to work as smooth and as easy as possible, encouraging them to bring their whole self to work.



RETAIL & AUTOMATION

100% HUMAN
AT WORK



FAETHM

AUTOMATION IN AUSTRALIA'S RETAIL INDUSTRY

This article has been adapted from the following Which-50 article: [The Business of Retail is Changing as Robots Run Warehouses and Stores](#), with thanks to Faethm.ai and Which-50.

The level of automation across Australian retailers is behind the rest of the world. But with big players like [Woolworths](#) and [Coles](#) investing hundreds of millions of dollars on automating their supply chain operations, and international giants like Amazon ramping up their presence in Australia, the broader retail industry will be forced to make big bets on machines that can perform the work of humans.

[Faethm.ai](#) has analysed the potential impact of this on retail workers, calculating that 165,000 people are at risk of losing their jobs as roles are automated over the next five years, representing more than ten per cent of the 1.23 million Australian retail employees that make up Australia's highest-employing industry.

Faethm's SaaS platform assessed Australian census data, and of the seven largest industries by employment, emerging technology is predicted to have the biggest FTE (full time equivalent) impact on the retail trade, with "retail salesperson and general clerk" identified as the number-one roles at risk of automation across all industries in the next five years.

[According to McKinsey](#), "Smart automation and AI will continue to reshape the revenue and margins of retailers as self-checkout machines replace cashiers, robots restock shelves, machine learning improves prediction of customer demand, and sensors help inventory management." They say this will mean a decline in manual jobs such as driving, packing, and shelf stocking, with the jobs that remain tending to be concentrated in customer service, management, and technology deployment and maintenance.

For retailers, automation holds the promise of lower costs, improved accuracy and safer working environments. However, for smaller retailers and the workers themselves, the change won't be easy to navigate.

So what lies ahead for humans?

These advances in automation can be unsettling for humans. The Shop, Distributive and Allied Employees Association, the largest union representing Australian retail workers, is advocating for more caution as advances in automation are made.

Last year it filed a submission to the Inquiry into the Future of Work and Workers, noting a distinction between retail stores selling high-engagement, high-value products, and stores selling lower-cost, everyday products. The submission highlighted the fact that low-cost stores generally require less-skilled workers and less human interaction, and are therefore where emerging technology and automation will have the biggest impact. The union argues that as these lower-skilled jobs lessen, competition among workers will increase, further driving the casualisation of the workforce, and it is strongly demanding that changes are accompanied by a fair distribution of the benefits.

However there are also some positive changes forecast, including new roles being added to the industry to implement and support the new technology implementations.

Faethm's SaaS platform has estimated that 13 per cent of Australia's retail workforce will be augmented by emerging technologies, with these roles materially impacted by tech but these people remaining in the workforce, freeing up capacity within the industry and driving growth.

The National Retailers Association (another industry group) is also arguing that retailers should be embracing automation and that the potential job obsolescence will be offset by new ones. “Our experience is that automation does not destroy retail jobs — rather it creates them in other areas or makes existing jobs easier to perform,” an NRA spokesperson said. “Moreover, in many cases automation makes current jobs both easier and safer.”

Researchers and analysts also argue that retailers will need to retain a human element in their operations, with many consumers still desiring face to face interactions when they shop. A combination of automation and human interaction will probably be adopted by successful retailers.



Greg Miller, Executive Director of Faethm, wants to see Australian industry repurposing redundancy costs and funds into reskilling efforts. To adapt to the changes on

the horizon, Faethm believes retailers need to begin by getting a data-driven view of their business and understanding the impact of emerging technology right down to the skill level in their organisations.

From there new roles can be identified. For example, Faethm’s analysis identified that retail salesperson and general clerk share considerable overlap with more secure roles such as concierges, first-line supervisors of customer service representatives, and conference and event organisers.

“With the right retraining programs, we can get these at-risk roles prepared for new current roles and eventually future roles,” Miller said.

Where has the need to automate come from and where are things at?

Interestingly, as much as consumers may still appreciate a human touch they are also driving the automation uptake, through expectations of a level of service that can often only be reached by automating processes.

As Gartner Senior Analyst Thomas O’Connor explains: “The reality is that consumer expectations of what a retailer can deliver have been growing rapidly over the last decade or so. The expectation of what a retailer should be able to provide, the level of integration between online and physical retail, has grown significantly. Lower delivery times and online tools for stock levels have quickly become table stakes for large Australian retailers.”



And Australia is not ahead of the curve. Luke Ritchie, a Partner at GNC Group Consulting, has spent time looking at automation trends around the world. He says that “Automation, broadly, is relatively immature in Australia compared to overseas, certainly compared to Europe and America.” He says retailers will apply automation to the parts of their operations that represent the largest share of cost on their P&L. “One of the large costs is logistics and supply chain. And that’s probably the largest area of automation really being transformed right now,” he said.



But while retailers are increasingly looking to automate in Australia, there are some significant blockers. While automation projects reduce costs in the long run, upfront it's an expensive undertaking and not all businesses can afford the capital investment. Small retailers in particular can find it hard to justify the large upfront cost, particularly if they are not processing sufficient volumes for automating to be commercially viable, and they are already faced with the cost of running stores. There's also a skills shortage in the market.

The big providers of automation solutions tend to be North American or European without a large presence in Australia, meaning people often have to be flown in. Other higher paying industries are also out-recruiting this expertise.

Faethm.ai is the data that enables the future of work. For this research, its platform produced a score based on the skills each job is composed of and which technologies may do the job better than a human.



GROWTH & DEVELOPMENT

100% HUMAN
AT WORK 



PERPETUAL

1000 EMPLOYEES INITIATIVE - REBUILDING OUR CAPABILITY AND LEARNING STRATEGY

Our opportunity. Inclusion is a massive priority for Perpetual. To give our people a voice when planning and implementation decisions get made, we began incorporating human-centred design (HCD) into our practice. Our first opportunity has been in rebuilding our Capability and Learning Strategy from the ground up.

Our design approach. We took insights from several months of systems-level needs analysis work and defined draft employee personas from this. Engaging our HR Business Partners, we then identified people in the business that best matched these draft personas; the subsequent deep interviews gave rich insights. We were then able to flesh the personas out and draft journey maps for their eight most common learning experiences. These journey maps were built as a grid: each column was a step the learner took, and each row was a different lens on what was happening at that step. We populated each box in the grid with the verbatim feedback we got in the interviews to really preserve the authenticity. It was then time to introduce our personas - Dimitri, Roshni, Josh, Miguel, Yen, Alex, Harry and Fatima - to the world!

Our personas at work. We have found some innovative uses for the personas. After we drafted a list of proposed deliverables for the new Capability and Learning Strategy for example, we ranked these in order of importance by scoring each deliverable on the short and long term benefit to each persona and their learning journey. This has helped direct what we do first and where we place our resources. We are also configuring our new Learning Experience Platform using the personas and journey-maps.

Our learning so far. Our use of HCD in our People and Culture practice is based on experimenting and we are learning as we go. It has already brought us the fresh take on inclusion we needed though; the end result is we are helping our people with what matters to them.





Talent

IGNITE GLOBAL AND TALENT

FOCUSED
CONVERSATIONS
FOR GREATER
EMPLOYEE
ENGAGEMENT AND
PRODUCTIVITY

After meeting at a 100% Human at Work event, Ignite Global and Talent decided to partner on an experiment.

Talent was looking for a better way to manage performance enablement. Their goal was to better support and engage their team, giving them the opportunity to excel in their careers.

Career progression is often neglected in the traditionally high-turnover recruitment industry. As a Gallup Global Best Workplaces winner with industry-high retention rates, Talent is in a unique position to drive innovation in the performance enablement space. Furthermore, in order to ensure their advice to clients around people and engagement is credible, Talent must lead the way internally first.

To do this, Talent partnered with Ignite Global. Ignite Global's 5 *FOCUSed Conversations for Greater Employee Engagement and Productivity* framework includes exercises and tools to support managers in their monthly 1:1 conversations. Performance is essential to those conversations, but so is feedback, motivators, career development and wellbeing.

FOCUS stands for feedback, objectives, career development, underlying motivators and strengths. Ignite Global's framework has been developed based on reviewing over 5,000 exit interviews, which highlighted the importance of regular feedback and aligning work to an individual's personal motivators. The resulting framework means managers don't have to guess what their team needs to be highly engaged and productive — or to perform at their best.

To make the program tangible and user-friendly, Talent has built FOCUS into an innovative performance development software platform. The tool has a best practice feedback module as well as plenty of scope to customise. Leaders are prompted to have meaningful monthly conversations, track performance and development progress, and provide real-time feedback.

The combination of Ignite Global's years of experience in working with businesses to improve performance and engagement and Talent's desire to innovate and give their team the very best opportunity to succeed, along with some carefully chosen software is already proving to be a strong combination for leaders and their teams.





ASX AND THE ABOUT MY BRAIN INSTITUTE

THE i4 NEUROLEADER PROGRAM

(voted as one of the Best Leadership
Programs by the Australian Institute of
Training & Development in 2018)

ASX – Financial Services
(700 employees)

About my Brain Institute – a leadership
development company using neuroscience
to help leaders, teams and organisations
step into the Imagination Age
(10 employees)

The Challenge

In 2016 a thorough evaluation of the Leadership Development offering at ASX was conducted, which highlighted that the programs that had been offered for the past 8-10 years needed to change, due to an increasingly complex environment that's creating new demands on the leaders and the workforce. To re-energise leadership development, a new set of capabilities was drafted to assist leaders to deliver the changes required in their 3-5 year plan.

These were:

- Leading Change
- Taking Accountability
- Critical Thinking
- Managing Execution
- Leading People

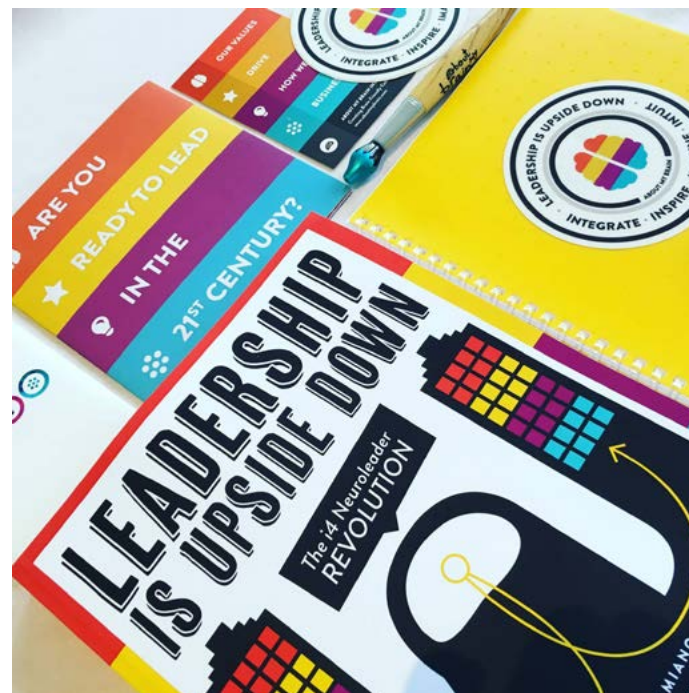
In early June, 2016, The About my Brain Institute was invited to pitch to a panel of ASX Business Leaders and HR staff. The solution required a blended approach to learning delivery (eg. components including face-to-face, online, self-paced, experiential, coaching, on-the-job, etc.) and a robust evaluation methodology built into the program, designed at inception.

The Solution

ASX had an appetite to include neuroscience-based content into the design of their leadership development offering with the purpose of enticing an already 'highly sophisticated group'. They were looking for something fresh and cutting-edge but that could also work well with all levels within the organisation.

The About my Brain Institute proposed to use the 'i4 Neuroleader Model' as the basis for the program and focus on the

development of the competencies of performance, collaboration, innovation and agility. These competencies went beyond the traditional management/leadership abilities that ASX was looking for. We knew that exploring the science of the pillars of the model such as integration, inspiration, imagination and intuition, amongst others, would set us apart from any other provider and offer a new lens to look at leadership. Understanding the neuroscience of these competencies and learning a practical path of how to implement them at work (and also in life) was compelling enough to bring on board even the most skeptical participants.



ASX looked at several providers, but the i4 Neuroleader Program offering really struck a chord for them. The i4 Neuroleader Methodology is a set of concepts and practices that combines years of research conducted by scientist and leadership expert, Silvia Damiano. Silvia founded the About my Brain Institute with the purpose of democratising leadership and neuroscience for the new era of work. The methodology has been tested thoroughly and used to train more than 600 coaches and consultants from around the world.

The results

The About my Brain Institute has rolled out the i4 Neuroleader Program across ASX's 60 'Executive & Senior Leaders group' in three different cohorts for a period of eight months each. The program was then customised to be delivered in two different versions, one for Leaders (Middle Managers) and another one for Personal Contributors (those without direct reports) across several divisions within ASX. 160 participants have attended this program to date.

The results were overwhelmingly positive and because of this, after two and a half years of rolling out this initiative and after a strenuous submission process, the program was nominated as one of the best Leadership Programs in the industry by the Australian Institute of Training & Development.

The summary of feedback has highlighted key points such as: learning the importance of understanding and optimising brain function for better leadership. The use of a 720 assessment (the i4 Neuroleader Assessment), which allowed participants to choose up to 20 raters

not only from work but from their personal life, created an environment of 'embracing vulnerability'. This led to an increase of trust levels and a sense of camaraderie, critical aspects to take into account when developing a more collaborative (and less hierarchical) culture.

Participants understood the importance of taking care of themselves as 'human beings' as the first pillar of achieving higher levels of performance at work, and many developed practices like better sleep & nutrition, mindfulness, meditation with neurofeedback devices and the practice of frequent exercise. This helped them learn how to manage their minds rather than their time.

The program also explored intuition (including gut health) for agile leadership and the neurobiology of creativity. Understanding the science behind imagination, creativity and innovation allowed leaders to listen more actively to the ideas of their team members and to know how to support them in their implementation. The results were better delegation, more clarity of thinking and an increased capacity to manage stress and deal with competing priorities, a day-to-day occurrence at ASX due to the continuous demands from regulators and clients.

Being able to diagnose the current state of the competencies of performance, collaboration, innovation and agility by using the 720 i4 Neuroleader assessment and remeasuring after eight months was an effective way to show strengths, limitations and progress to each individual and to the organisation. The assessment was accompanied by a self-paced 10 hour online coaching program that participants could explore at their leisure. The combination of assessments and online learning

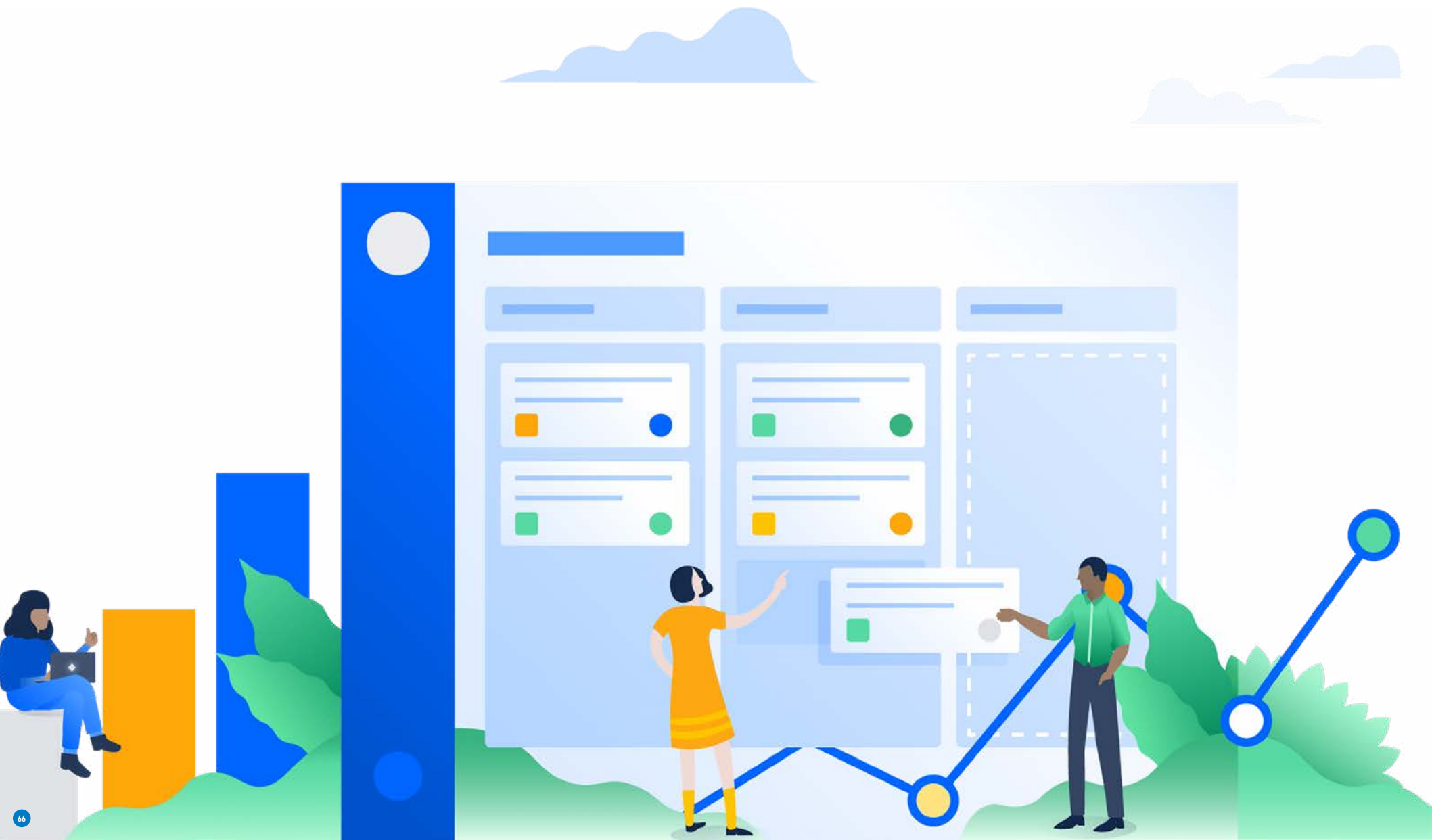
plus short and powerful workshops with various guest speakers, the 1:1 face to face coaching sessions and the small group sessions for developing influence and relationships gave participants a rounded experience which catered for different learning preferences.

"As a result of this program I have become less stressed and a more confident leader, consequently I feel more inspired and this helps me inspire my team"

SENIOR LEADER, TECHNOLOGY @ASX

"This is the best leadership program I have ever attended, because it is so different to anything else. We have learnt the importance of taking care of oneself, reflecting, imagining and being positive. If we want to lead in a complex world, we need to develop these abilities"

EXECUTIVE OPERATIONS @ASX





ATLASSIAN

A NEW APPROACH TO PERFORMANCE REVIEWS

A new approach to performance reviews

To build effective teams, you have to prioritise much more than just individual performance. According to [research we've conducted](#), teams that understand how their work connects to the bigger picture and have a strong sense of connection with each other are happier and more effective.

In order to create the most holistic view, we separated our performance levels into three assessment areas which we weigh equally when creating our performance ratings:

- Expectation of role
- Contribution to the team
- Demonstration of our [company values](#)

This performance system is also designed to mitigate the cognitive biases that affect managers' ability to fairly rate each person's performance. [Research](#) shows that unstructured or non-specific review criteria are most likely to create biased assessments, so we introduced detailed descriptions of the behaviours and impact associated with each performance level. Our experiments also showed that by rating values, role, and team contribution separately, we avoid the [halo effect](#), where performance in one area unnecessarily

influences ratings in other areas. We were especially conscious to ensure no “brilliant jerks” were given a high rating. We have also implemented audits and interventions into our calibration process to mitigate bias.

Taken as a whole, our new performance indicators reward employees based on their full contribution to the team, not just their individual impact. A holistic performance review encourages employees to bring their authentic selves to work. Knowing that you will be measured not only on your skills but also on your contributions to the company culture, or your willingness to support a colleague going through a hard time, makes for much more engaged employees.





TRAVELEX

SPONSORSHIP PROGRAM FOR HIGH POTENTIAL DIVERSE TALENT

At Travellex, we wanted to accelerate the careers of our high potential ethnically and gender diverse talent, helping to improve the diversity of our leadership pipeline. Through the Travellex Sponsorship program, our diverse leaders of the future, "the sponsees", are matched with a member of the Travellex Exec, "the sponsors", who then support their development over a 12 month period.

Ingroup and outgroup theory shows us that we gravitate towards people who are similar to ourselves from an identity or background perspective. This in turn leads to informal sponsorship of colleagues, inviting them to participate in career development opportunities or change projects. This can lead to white men informally sponsoring the development of other white men in their organisations, meaning that the diversity within the higher echelons of organisations never changes.

Through succession planning, we have identified our gender and ethnically diverse colleagues that have the personal will and technical skill to be the leaders of the future. This programme is about providing them with enhanced opportunity to grow, by facilitating their exposure to critical learning experiences to take the next step in their career.

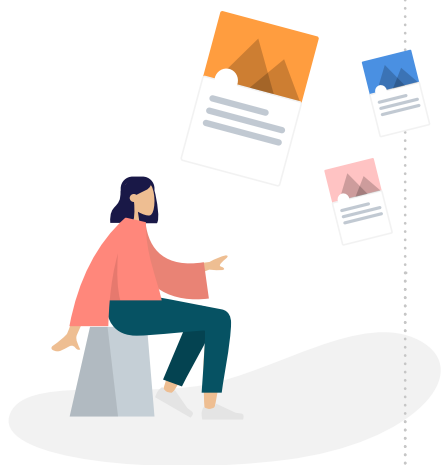
Similarly, we recognise that to foster a culture in which colleagues can openly discuss topics related to equality, our senior leaders need to have an understanding of the lived experience of our ethnically and gender diverse colleagues. By discussing topics such as microaggressions or intersectional identity, our sponsees will be reverse mentoring their sponsor to optimize the equality literacy of senior leaders in our business.

Our motivations for the creation of a sponsorship as opposed to a mentorship programme is reflected in the etymology of the words. While mentoring comes from the Latin "to teach", to sponsor comes from the Latin "to pledge", reflecting the personal accountability for our senior leaders to accelerate the careers of our high potential diverse talent.

Our measures of success in the short term will be the critical learning experiences that the sponsees will be exposed to through their sponsor, with the longer term measures being the impact on gender and ethnic diversity at our executive level. Should this pilot of the programme prove to be successful, we will expand future sponsee cohorts to encompass other strands of diversity.



HATCH FINDING MEANING FOR THE NEXT GENERATION



The problem

Remember that time when you were at university, bouncing around from subject to subject without the faintest idea of what a meaningful career could look like. What industry to start in? What type of people to work with? What problems to solve? Years later you may still not know! It's a question that plagues all of us but is felt most acutely by younger generations who are thinking about entering the workforce for the very first time. This is especially true in 2019, with a rapidly expanding range of career paths.

The result is that students are filled with fear about making the right first step. And so it is often social anxiety and the desire to fit in, rather than genuine career or company fit, that motivates early career decision making.

On the other side of the table, finding the right young talent for the future of work has never been more important for companies. Increasingly it's less about vocational skills and more about learning agility and transferable skills. It's also less about top tier institutions and grades, and more about diversity and genuine fit.

There's no better way to put it - the way we engage young talent is stuck in 1980, with a skills and diversity gap and with an approach that doesn't help prepare the next generation for the future of work. How might we re-think it?

The idea

The big gap is experiential learning. On the whole, we learn by doing. Not only do we learn, we also build skills, networks, confidence, and an understanding of what's out there.

Hatch was founded in 2017 to redesign how young people start their careers, and create a lot more opportunity for them to work in meaningful, paid part-time roles whilst they study.

The key is to dramatically increase work opportunities for young people by treating them as a flexible workforce that teams can draw upon any time of year. This approach has three key benefits:

1. Affordable flexible resourcing is made available to managers at the time they need it, bringing to life the agile work mega-trend.
2. Students can be trialled for fit in part-time placements, and pipelined to permanent roles if the fit works for both sides. Trying someone in real life is a much more valid hiring process than assessment centres.
3. A new market of part-time work opportunity is opened for students to try a wide variety of organisations, career paths, and teams, to see which path fits them best.

The goal is to increase the amount of meaningful work opportunity for students by 100x, and generate a confident and high-fit start to someone's career.

To bring this idea to life, Hatch has built three key components:

1. The ability to predict person-job fit based not on degrees or grades, but rather on an anonymised view of competencies, experiences, and motivators. The result is cutting through diversity barriers by ignoring social markers such as educational institution.
2. The ability to act as the employer of the student, taking care of payroll, benefits, and in-placement support. This allows organisations to engage Hatch students as a fully flexible workforce, varying hours each week and paying via invoice.
3. A two-sided tech marketplace that can scale. Both students and managers sign up online on www.hatch.team to post roles and apply to roles. This is a model that can scale to support hundreds of thousands of students in placements.

The progress

Hatch's marketplace launched in beta in 2017, operating in Sydney only during the beta testing phase. So far over 11,000 students have joined in Sydney, drawn by the proposition to discover what work will be meaningful for them.

Hundreds of those students have been placed at a range of leading employers who are participating in the beta. These include Westpac, Qantas, EY, J.P. Morgan, Atlassian, Spotify, Unilever, Coca-Cola Amatil, NSW Government, Ogilvy, Woolworths and others.

The result has been phenomenal, with an average 9/10 satisfaction score from both students and managers.

Hatch's mission is for all people to find meaning in work. From the beta in Sydney, the plan is to open to everyone in Australia, and move towards creating meaningful work for millions of young people across the globe.

For more information please visit www.hatch.team.



FOUNDATION FOR YOUNG AUSTRALIANS

GIVING YOUNG PEOPLE NEW PATHWAYS TO EMPLOYMENT

BY CEO, JAN OWEN AM

At the Foundation for Young Australians (FYA), we're acutely aware that the world is changing rapidly, dramatically affecting young people and how they will work. This is made apparent by our [New Work Reality](#) report, which revealed that despite 60% of Australian 25 year-olds holding a post-secondary qualification, half of them are unable to secure work by the same age.

Graduates are now faced with the expectation that they should not just be able to learn and regurgitate subject matter, but also adapt and apply it almost immediately. Additionally, 75% of young people believe that a key reason they can't get work is because they don't have the skills employers are looking for, or the know-how to put them into practice in the work environment. Matched with [higher-than-ever employer demand for enterprise skills](#) such as creativity, communication, digital literacy, problem solving and critical thinking, it's clear we have a problem.

Knowing this, FYA is committed to ensuring young people gain the skills they need to really thrive in the future of work.

Education and learning is now a rich and deep ecosystem traversing early childhood, secondary and higher education with new technology and industries. It is a requirement for every job and context.

The challenge ahead is clear. Can our current educators, curriculum and toolkits prepare generations of young people quickly enough to ensure they can all benefit and contribute, in equal parts, to a rapidly changing, technology-led world of work? In doing so, can we inoculate them against a world experiencing unprecedented levels of environmental stress and mental disease?

It seems our students are ready for the challenge. Recently, I have spoken to six year-olds who articulated the kind of learning that has meaning for them: "Don't just give us content and knowledge; help us apply it", and Laura, a 16 year-old who described in full detail (less than 20% of which I could understand!) the robotic hand she had created and built that can sign for deaf people, as well as her love of both STEM and health.

To fuel more unfettered thinking and fresh ideas, we need new skills. In our [New Work Order](#) report we analysed 4.2 million job ads requiring less than five years experience. The results were astonishing. The demand for digital skills has increased by more than 200%, critical thinking by more than 150%, creativity by more than 60% and presentation skills by 25%. These are the "New Basics" that entrants to the labour force now require, and which will be essential into the future.

We have designed the [\\$20 Boss program](#) to support the development of these new skills as part of the school curriculum. Applied learning works! To date, 50,000 Australian students of all ages have established businesses for people, planet, purpose and profit. In the process they have learnt about success and failure, collaboration, resourcefulness, tech, problem-solving, financial literacy and more.

Students leaving school have told us the pathways from school to further education and learning are too narrow and limited, and that when they are leaving higher education they are unprepared for the world of work. FYA's [Higher Pathways program](#) is supporting alternative routes to employment for young people across Australia. In this free, in-school program, students in their final year of school are upskilled in career management and enterprise learning. Higher Pathways is provided in conjunction with work-integrated learning under the Australian Government's [Higher Apprenticeships program](#), which enables

young people to undertake a recognised national vocational qualification while fully employed. This is a critical step forward [in developing a new work mindset](#) and a deep understanding of the skills, capabilities, and pathways required in the future of work.

FYA's [New Work Mindset in Action: South West Victoria report](#) analysed 1.2 million job advertisements from the past three years across Victoria to show that by developing a portfolio of enterprise skills, young people are afforded relevance and flexibility throughout the 17 jobs and five career changes they are likely to experience.

We've applied our research methodology and tools to the South West region of Victoria in partnership with the State Government, South West [TAFE](#) and industry. It has allowed us to help employers and employees articulate their skills and understand what is required to transition from old to new jobs through micro-credentials. The beauty of micro-credentials is that they can be verified by employers, industry or through a formal certification process, making them widely accessible and inclusive.

Our work is all about ensuring young people thrive now and into the future. Finding comfort in a state of constant innovation is the FYA way. It's also essential to creating education, learning and work systems that leave no one behind.



\$20 BOSS

\$20 Boss provides primary and secondary educators with the tools and frameworks to facilitate important enterprise learning. We know work is changing and schools need to prepare students by creating opportunities for them to build valuable skills like financial literacy, communication and teamwork. \$20 Boss provides students with \$20 of real money to build a business and supports students to learn, identify and talk about the skills they're building. Since 2015, we've had 50,000 students from 700 schools across Australia participate in the \$20 Boss program, making it the largest entrepreneurship program in Australia. The 2019 program has been reviewed and refined in consultation with students and educators, making it our strongest program yet.



HIGHER PATHWAYS

Automation, globalisation and casualisation are drastically reshaping our economy and work. FYA's research demonstrates that work opportunities for young people will be very different from previous generations. There is an urgent need for early intervention while young people are still in school, to help them transition into the jobs of the future. Higher Pathways supports young Australians by upskilling Year 12 students in career management and enterprise learning to better prepare them to apply for the Australian Government's [Higher Apprenticeships](#) program.

PROGRAMS FOR **MARGINALISED GROUPS**

100% HUMAN
AT WORK 



CAREERSEEKERS

SUPPORTING REFUGEES AND ASYLUM SEEKERS INTO SKILLED WORK

CareerSeekers partners with private sector and government agencies to create paid internships for recently arrived refugees and asylum seekers in Australia. The organisation began in 2015 and places upwards of 250 refugees into professional jobs each year. The program caters for mid-career refugees with professional work experience in their home countries, as well as university students of a refugee background undertaking studies in Australia.

For 12 weeks, CareerSeekers participants undertake paid work in corporate jobs in their areas of expertise. Comprehensive support is provided before, during and post-internship for both participants and employment partners, to ease people's transition into the Australian workforce.

The local experience, professional networking opportunities and local references – all common barriers to new Australians accessing professional employment – are invaluable for participants, and a CareerSeekers intern is a low-risk proposition for employers. The commitment for employers is capped, but many go on to offer further work to the intern and reap the benefits of having a more diverse workforce.

The need for targeted employment programs

For the full article, see here:

[Worldview: Targeted employment programs](#)

Many humanitarian arrivals in Australia struggle to find employment opportunities that match their skills and experience, and often end up doing menial work. The average wage of a migrant in Australia is \$30,000 per annum. The CareerSeekers program boasts a 77% conversation rate of interns obtaining ongoing professional employment, with an annual wage of \$68,000.

Estimates indicate that only 17 per cent of humanitarian entrants are employed 18 months after arrival. This is in part due to a one size fits all process of verifying formal qualifications, which often costs thousands of dollars and leaves individuals unemployed and unable to utilise their skills for many months.

The lengthy and often unnecessary examination process prevents employers from quickly testing how readily someone's skills and experience apply to the Australian context, slowing down their settlement and sometimes excluding someone from a position unnecessarily.

“Many employers have a false understanding of work rights. They’ll say, ‘We can’t employ someone unless they have their qualifications recognised’. But in reality, if you look on say, a construction engineering team, you’ll find people who are certified engineers as well as locals without a degree but with 20 years’ industry experience. And sure, the latter don’t sign off contracts and drawings, but they can perform the functions of someone who has a ‘recognised degree.’”

MICHAEL COMBS, FOUNDER AND CEO

Creating employment pathways for refugees isn't just a philanthropic exercise for companies, it can provide tangible benefits:

- For example, in an industry such as engineering, there is a lack of skilled engineers to carry out the high number of infrastructure projects on the east coast of Australia. Humanitarian entrants represent an untapped talent pool that can help fill these gaps.
- In industries that may not have a skills shortage per se, such as marketing and public relations, employers benefit by being able to leverage the intangible assets humanitarian arrivals possess as a result of their lived experiences.
- Businesses that invest in refugees also benefit from having employees who are deeply grateful for the professional opportunity and are loyal to the company as a result.
- Beyond leveraging the skills of a new, qualified talent pool, fostering a more diverse workplace leads to greater innovation and creativity.

CareerSeekers believes a powerful solution addressing skills shortages and a lack of diversity lies in valuing industry experience over formal qualifications, and providing opportunities for humanitarian arrivals to prove themselves and gain tools to become valuable team-members. Internship programs for humanitarian arrivals can be a great connection point between companies wanting to diversify their workforce, and refugees who struggle to connect with the profession they left in their home country.





GHD

GHD was one of the first employment partners to work with CareerSeekers in 2016, and they have worked with 30 interns in the first three years of partnership with a 79% conversion from an internship into full-time employment.

Phil Duthie, General Manager of GHD Australia, believes that programs like CareerSeekers address positive diversity and inclusion in the workforce, as well as solving skill shortages.

Phil explains that “building an inclusive culture is a priority for GHD, and this extends to partnering with CareerSeekers to access the varied and at times exceptional skills among humanitarian entrants.”

In 2019, on the 70th anniversary of the Universal Declaration of Human Rights (UDHR), GHD and 18 other employment partners joined the CareerSeekers Article 23 program, which was founded on the basis of everybody having the right to work.

GHD will engage more than 60 interns over this period of its partnership with CareerSeekers.



Samer's Story

Samer Matti fled Iraq at the end of 2013 and arrived in Australia as a refugee in August 2015. A qualified and experienced engineer, Samer struggled to find employment relevant to his experience for two years.

Samer joined CareerSeekers in March 2017, when he completed pre-employment training.

“When I did the pre-employment program, I thought this is a life-changing opportunity, so I should work hard to get something from it and squeeze out every single bit of information.”

Samer began an internship for GHD, one of the world's leading professional services companies with more than 9,000 employees in September that year.

Upon completion of his internship, Samer was offered full-time employment and received a promotion eight months later, now working as a Site Access Coordinator on the \$16 billion North East Link development, the largest ever infrastructure project in Victoria.





ALLIANZ AUSTRALIA

REFUGEE EMPLOYMENT PROGRAM

Conflicts in Syria and Iraq have represented one of the worst humanitarian disasters of our time. The NSW government made a significant commitment to supporting Australia's refugee intake and in 2015 when they called for support from corporates, Allianz was one of the first to respond. Allianz engaged with the NSW Government and Settlement Services International to understand the problem and design a solution: the Allianz Sustainable Employment Program (SEP).

The commitment from Allianz was both socially and commercially motivated. Allianz is proud to provide opportunities to those with the misfortune of being dislocated from their homeland. At the same time, the SEP is just one example of a comprehensive and long-term business strategy designed to leverage commercial value from diverse talent. This is articulated in its Future Workforce Strategy (FWS) which is endorsed by senior executives and regularly reported on to the Board.



In order to meet both Allianz's social and commercial drivers, when designing Allianz's response to the refugee challenge the initiative needed to be more than recruitment of refugees into entry-level work where cultural diversity is already strong. The vision of the program was to identify, nurture and develop talent to become senior leaders of the future.

And so in 2016, Allianz and SSI began a two year pilot program to provide permanent employment to refugees. In the first 12 months of their employment, Allianz provides:

- 'Host team' training, that tackles refugee myths and misconceptions and helps the team plan for their new colleague
- Professional English communication classes with the University of New South Wales
- 'Hyper care' for the first two weeks, as part of a highly structured onboarding plan that considers networks, team culture and insurance technical knowledge
- A network of defined roles around the refugee, to provide a community of support

It has been a learning curve but this is now an established ongoing program that will be expanded to other states. Allianz's commitment to refugee settlement has also expanded, now including educational scholarships and pre-employment pathways for young refugees.

**THE NSW
DEPARTMENT
OF PREMIER &
CABINET, AND
TREASURY**

**SUPPORTING
INDIGENOUS
COMMUNITIES AND
ORGANISATIONS TO
BUILD LEADERSHIP
AND TO DELIVER ON
THEIR STRATEGIES
AND VISIONS.**

Jawun forms partnerships to benefit corporate, government and Indigenous Australia. The NSW Government became a partner in 2015 and supports Indigenous communities in Inner Sydney, the NSW Central Coast and NPY Lands. Over the last three years 30 participants from the Department of Premier & Cabinet and NSW Treasury have undertaken the Jawun Secondment Program and supported Indigenous organisations and communities.

The Secondment Program supports Indigenous organisations and communities to develop and improve initiatives around:

- Education and training
- Employment
- Economic and business development
- Financial management
- Accommodation and housing
- Family income management
- Building Indigenous organisational capability

The Jawun program assists NSW in delivering its priorities within the OCHRE framework. The framework commits the NSW Government to a different way of working with, and in support of, Aboriginal communities by building strong working partnerships that have at their heart respect for local Aboriginal culture, leadership and decision making. In particular:

- Growing local Aboriginal leaders' and communities' capacity to drive their own solutions
- Focussing on creating opportunities for economic empowerment
- Making government and communities more accountable for the money they spend

The Jawun program makes a real difference to Indigenous organisations and communities on the ground. For NSW Government employees it ensures direct engagement with Indigenous elders and leaders. This interaction often results in life-changing experiences both personally and professionally, with informed insights into the challenges facing Indigenous organisations.

Many of DPC's participants have said that participating in the Jawun Program has had a lasting and profound impact on both a personal and professional level, and that they feel very fortunate to have had the opportunity to experience the culture first hand. The secondment is a great opportunity to learn more about Aboriginal people, culture, history, and the contemporary existence in an immersive environment, allowing an insight into and improving understanding of their perspectives and issues.

Mr Tim Hampton, former Executive Director at DPC speaks about what participation in the Jawun Program means to him.

What attracted me to the Jawun program?

Having lived in New Zealand for most of my life, I understood the importance of local history, culture and traditions, but I had very little knowledge of these things with respect to Australian Aborigines. As a Senior Public Servant, I would be asked to do a Welcome to Country without understanding its history or context. I was working with Aboriginal people, not knowing what was culturally appropriate. And I was advising on policy that would impact Aboriginal people, either directly or indirectly, without understanding their perspectives. This troubled me deeply.

I had attended a couple of presentations from staff who had returned from their Jawun secondments, which sparked my interest. At the next one of these presentations, the Jawun experience had dramatically affected the participant in a very deep way. I decided then and there that I was going to do it. So I discussed with my manager and submitted my application. Senior management were really supportive despite no one at my level having ever participated in the full six week program. It was great to receive that support.

I initially wanted to be based in Alice Springs in order to have the most different experience I could get from my regular work life. However, the Jawun team were keen for me to work with the Inner Sydney Empowered Communities team in Redfern. After talking with them some more, I realised that I would have a much more enduring experience and contribution if I could work in Sydney, on issues facing NSW residents, in parts of the city where I could maintain strong relationships with those people I worked with long after the Jawun secondment finished – that is exactly what has happened.

What were the highlights?

My main project during the secondment was to help develop an investment strategy for the Inner Sydney Empowered Communities team. I also helped them develop and strengthen relationships with my colleagues elsewhere in NSW Government. I also helped them develop a business case for a mentoring program designed to help return children who were in out of home care. Finally, I helped the Gujaga Child Care Centre at La Pouse respond to the introduction of the Australian Government's Child Care Subsidy.

All of this was very rewarding because I was able to apply the skills from my regular job into areas that would help the local Aboriginal community groups to deliver what was important to them.

But the biggest highlights for me, and where I got the most learning from, was the conversations that I had with the Aboriginal people that I was working with or that I met at the wide range of community events that I was invited to – I took every opportunity to do this that I could. I am incredibly grateful to these wonderful people who were so generous with their time and their very personal stories to help me overcome my ignorance and get an increased appreciation of so much that had gone before, and why things are the way they are today.

Bringing it back to work

As a result of my Jawun experience, I am now much less likely to inadvertently offend because of a lack of knowledge of Aboriginal culture and history. When I do a Welcome to Country, I now make it much more personal and meaningful, because I can now connect my story to the story of the local Aboriginal cultures. In my work, I am now much better equipped to perform quality consultation with Aboriginal communities and am much more aware of things to consider when working on policies and programs that impact Aboriginal people. Overall, the Jawun experience has helped me become a much more informed, inclusive and respectful person. I recommend it to anyone.






Virgin Unite is the nonprofit foundation of the Virgin Group and Branson family. We apply Virgin's entrepreneurial approach to finding solutions for the world's most urgent challenges. In collaboration with incredible partners, we tackle issues ranging from criminal justice and fighting the effects of climate change, to shaping the future of business and preserving our oceans. These partnerships have launched game changing initiatives like The B Team, The Elders, Ocean Unite, The NewNow, the Caribbean Accelerator and Carbon War Room, and fueled organisations breaking new ground on solving critical issues, like One Acre Fund and Big Change.

Virgin Unite's overheads are covered by Sir Richard Branson and the Virgin Group, so 100% of donations go directly to initiatives we create or support.

THE B TEAM

The B Team is a catalyst for bold dialogue, courageous leadership and brave business action toward a fairer, greener and more human economy. The B Team's global collective of business and civil society leaders are working together to build a principle-led and purpose-driven private sector, demonstrating that, with courageous leadership, business becomes a force for good.

The B Team was co-founded by Sir Richard Branson and Jochen Zeitz. Paul Polman serves as Chair with Sharan Burrow as Vice-Chair. The B Team Leaders include: Oliver Bäte, Marc Benioff, Kathy Calvin, Bob Collymore, David Crane, Emmanuel Faber, Christiana Figueres, Mats Granryd, Arianna Huffington, Dr. Gro Harlem Brundtland, Dr. Mo Ibrahim, Yolanda Kakabadse, Isabelle Kocher, Guilherme Leal, Andrew Liveris, Strive Masiyiwa, Indra Nooyi, Dr. Ngozi Okonjo-Iweala, François-Henri Pinault, Mary Robinson, Ratan Tata, Hamdi Ulukaya, Zhang Yue and Professor Muhammad Yunus.

**100% HUMAN
AT WORK **

bteam.org